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November-December 2010

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Red Book 2010

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George W. Casey Jr.
General, United States Army
Chief of Staff

Official:


Joyce E. Morrow
Administrative Assistant to the
Secretary of the Army, 1020905

David D. Halverson
Major General, United States Army
Commanding General
Fort Sill, Okla.

Editor-in-Chief: Sharon McBride
Managing Editor: Jennifer McFadden
Art Director: Jason Kelly
Assistant Editor: Paul Jiron

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Fires COMMANDING GENERAL'S FORWARD

2010 State of the



By MG David D. Halverson
Commanding General of the U.S. Army
Fires Center of Excellence and Fort Sill, Okla.

"AS ONE OF THE CRITICAL ELEMENTS IN OUR NATIONAL DEFENSE STRATEGY, THE ARMY MUST CONTINUALLY ADAPT TO CHANGING CONDITIONS AND EVOLVING THREATS TO OUR SECURITY. AN ESSENTIAL PART OF THAT ADAPTATION IS THE DEVELOPMENT OF NEW IDEAS TO ADDRESS FUTURE CHALLENGES."

GEN MARTIN E. DEMPSEY, COMMANDER OF THE
U.S. ARMY TRAINING AND DOCTRINE COMMAND, MARCH 2010

Adapting the Fires force. After more than nine years of war and several contingency missions, transformation continues to be a key task for Fort Sill, Okla., and the Fires Center of Excellence.

The Army Capstone Concept and the recently released Army Operating Concept have set the stage for our future Fires force. If you have followed the crafting and deliberations which were part of these documents, you know the only thing for sure is the future is uncertain. In order to dominate in the current and future operating environment and succeed in a wide range of contingencies, the Army, now more than ever, requires an operationally, adaptive Fires force.

Where we've been. Over the last year, the FCoE has accomplished a number of milestones setting the conditions for the growing of Fires force Soldiers and

leaders and the development of versatile organizations. The first major milestone was the establishment the FCoE, which started with initial operational capability in August 2009. Over the past year we stood up a G-staff. We also reviewed and revised our business practices to create transparency and efficiency within our organization and new governance processes.

Quickly following was the movement of the U.S. Army Air Defense Artillery classes to Fort Sill. Soldiers, officers, NCOs, Department of the Army civilians and families have all been shuffled around as units and organizations have been reorganized, renamed, and reconstructed. The Lawton-Fort Sill community was ready and excited to support the return of the ADA and its Soldiers and families.

In the same timeframe, the Army began a revision of its doctrine, beginning with the publication of the Army Capstone

Concept and the Army Operating Concept. These documents feed the six Warfighting Functional Concepts from which our developing Fires Warfighting Concept is derived and will be completed by early fiscal year 2011.

2010 also saw changes across our Initial Military Training formations as gender-integrated training returned to the 434th Field Artillery Brigade's basic training mission. Our Basic Officer Leadership Course II also transformed into the Basic Officer Leadership Course-B with the inactivation of the 1-22 Field Artillery Battalion in the spring.

In May 2010, we also held our first combined branch Fires Seminar. Many Fires leaders, past and present, and members of Team Sill joined together for five days of discussion about the Fires force and its changing environment. Several special events were also held in conjunction with

the Fires Seminar week; the first was the unveiling of the “First to Fire” U.S. Army Air Defense Artillery Stinger statue in front of the new 6th Air Defense Artillery Brigade’s headquarters; the unveiling of the U.S. Army Field Artilleryman statue; and finally the Field Artillery’s Museum dedication to GEN Donald R. Keith.

The 31st Air Defense Artillery Brigade also completed a ribbon cutting on their new facilities and the FCoE broke ground on the new Joint Fires and Effects Training System Center. I’m also proud to say, that in July 2010, the Fires Center of Excellence reached full operational capability and is now setting the foundation from which to grow the next generation of the Fires force.

Current fight support. 2010 was not just limited to infrastructure and facility improvements, many improvements were made to support current operations. Together with each branch commandant, BG Rogers F. Mathews, U.S. Army Air Defense Artillery School, and BG Ross E. Ridge, U.S. Army Field Artillery School, we have been revamping doctrine, organizations, training, materiel, leadership and education across the personnel, equipping and facilities spectrum to improve our capabilities in order to remain relevant in the current fight.

We have been busy creating a Fires force that is interoperable at several echelons and is able to “plug and play” into any joint, interagency, intergovernmental, and multinational environment and immediately be effective.

Both ADA and FA courses are now being held at Fort Sill and some have been combined; most notably our Pre-Command Course where a core Fires curriculum is covered and then breaks out into a branch-specific program of study.

Change creates challenges, but our Fires force has embraced its role in transformation wholeheartedly and we are on our way to becoming the world’s most versatile Fires force with competent leaders and Soldiers.

The FCoE has become a preferred Fires training location for many international partners as we have been regularly hosting allies such as Singapore, Jordan, Germany, Korea, Iraq, Canada and Israel – just to name a few. These exercises give our Fires professionals valuable training experience in working in combined operations and provide our allied partners an opportunity to conduct training they cannot do in their own countries.

Regardless of the task or nature of the



The Duster was a 30mm cannon designed to shoot down aircraft and was used in the Korean and Vietnam wars. The air defense artillery artifact along with others awaits a permanent display location on Fort Sill, Okla. (Photo by Courtney Griggs, Fort Sill Cannoneer)

threat, these types of exercises give our Fires force practice using land, air, sea, space, and special operations forces to achieve strategic and operational objectives. Exercises such as this also provide experience with synchronizing interagency and multinational partners when possible. Fort Sill has 29,000 square miles of joint military-controlled air space and 47,000 acres of maneuver space to develop new tactics, techniques and procedures and to test old ones. The FCoE actively looks for opportunities to bring joint and combined training here because it exposes our Soldiers, and the leaders we are growing, to the operational environment they will be in the real fight.

The FCoE is also supporting joint initiatives by providing learning opportunities and certification for Joint Fires Observers as well as U.S. Air Force Air Liaison Officers. Recently, the job of ALO has officially been designated as a permanent officer career field by the U.S. Air Force, and we are providing training for these personnel through our courses here at Fort Sill.

One course which continues to be high priority is our Joint Fires Observer Course, and in 2010 it has continued to grow. Our resident and mobile training teams have produced more than 1,000 JFOs in 2010 – clearly a key and valuable asset for joint and

combine commanders. Several other key courses on the Air Defense Artillery side are the Joint Theater Air and Missile Defense Course and the Air Defense Artillery Fire Control Officers Course – these courses also support joint and combined commanders.

Exceeding the standard. Last year several of our Fires units proved time and time again they are ready for whatever mission they are asked to do and can quickly surge to meet change in mission demands.

LTC Shana E. Peck, commander of 3rd Battalion, 2nd Air Defense Artillery, and her unit ended up deploying several months ahead of schedule this summer. 3-2 ADA took over air and missile defense with U.S. Army Central Command, Third Army’s area of responsibility to guard against Iranian missile threats and help ensure the responsible drawdown of Iraq and build up of Afghanistan.

On a similar note, LTC Todd Wasmund, commander of 1-17 FA, 75th FiB, received only 90 days notice that his unit would deploy to Afghanistan. This required the unit to shift focus from training on Paladins and instead draw up-armored HMMWVs and become trained on an entirely different mission essential task list, and by the first week of June, the Copperhead Battalion was in theater conducting operations.

Two U.S. Army Forces Command



battalions, one ADA and one FA, deployed on shortened timelines due in part to understanding the current fight and maintaining adaptable leaders and Soldiers trained in multiple mission sets.

Answering the challenge. Despite limited time in-between deployments, it is imperative for everyone in the Fires force to become a student of the Fires profession. Success in the current conflict goes to the Soldiers who best adjust to changing circumstances and can frame complex problem sets. Being a professional means more than gaining military occupational skills; it also means taking advantage of all learning opportunities—both military and civilian—to build those critical-thinking skills leaders need on today's battlefield.

The FCoE recognized early the need for transformation in training and education while growing critically thinking leaders with ever-shrinking resources, so we began to develop a concept for the Joint and Combined Fires University last year. Although this concept pre-dates the recently published draft of the Army Learning Concept, our concept nests within and will be the vehicle in which the FCoE achieves the outcomes that have been articulated in the ALC. The key to our success lies within our ability to use collective intellect of our leaders and Soldiers across the Fires force. Now, more than ever, our ability to use social media, distance learning and knowledge management is critical to our success as a Center of Excellence and the JCFU will create the framework for that success.

Into the future. In coordination with TRADOC and the ACC and AOC, the Fires Warfighting Functional Concept is being drafted and will serve as the way forward for our forces. This document frames the military problem and identifies possible solutions which span the entire doctrine,

Soldiers patrol in support of Afghan elections after encountering small-arms fire in the Khogyani district of the Nangarhar province of Afghanistan, Sept. 18. (Photo by SPC David A. Jackson, U.S. Army)

organization, training, materiel, leadership, personnel and facilities spectrum. Along with this document is our continued focus on capability gaps that we must address to keep our Fires force strong currently and in the future.

We will also continue to care for our Fires force and ensure they are afforded the opportunity to develop themselves whether they are at home, at work, on the battlefield or while serving in garrison. Lessons learned have shown us we must better prepare our Fires Soldiers and their families to find balance in everything they do and most of all to persevere. Fires personnel and families do this by upholding Army initiatives such as the Army Family Covenant, the Comprehensive Soldier Fitness Program and by using and supporting initiatives like our recently-opened Resiliency Training Campus. The RTC provides personnel and families with a “one-stop shop” location to gather information, receive training and to learn to cope and grow with the challenges they face in all aspects of their daily lives.

Never before in the history of Fires have we asked so much of our Fires professionals. Our Fires force personnel have literally needed to be a “jack of all trades.” We have opened schools, trained the Afghan national army and police, trained the Iraqi military and police, secured roads and arranged for Hajj pilgrims to go to Mecca, protected key Gulf assets from missile attack while reassuring Gulf Cooperation Council allies, but most of all we have sent thousands of rounds downrange and stopped other enemy munitions short of the kill zone. Our commanders demand a trained and ready force to bring lethal and non-lethal effects to the battlefield. As our focus has shifted from Iraq to Afghanistan, time and time again we have proven our Fires force is

indeed a versatile, adaptive, learning force.

We have met each and every challenge by embracing new technologies and equipment and ideas about how we fight and win. We have proven we are not a stagnant force, as we continue to successfully adapt to changing enemy tactics, techniques and procedures. We are getting comfortable with ambiguity and decentralization, and possess the ability to make rapid assessments. We are developing strategic leaders who understand the complexities of full-spectrum operations and who aren't myopic in their views that our Fires force is one that just sends rounds downrange. Our Fires force has evolved into so much more than that—we have gained a broad perspective and a wide range of skills to match.

Bottom line, our Army wants leaders who are competent in their warfighting function. We must be experts. Fires is a tough, complex warfighting business and we must be professionals who bring the trust and confidence to warfighters at all levels.

So with that in mind, I am proud to dedicate this 2010 Red Book to all the Fires units who tirelessly work at home as well as on the battlefield to accomplish whatever mission they are given. This consummate versatility is evident in this edition's Silhouettes of Steel. Each unit has highlighted their accomplishments and I invite you to read each and take time to applaud them for their hard work.

We have a wealth of talent and ingenuity among our Fires force and I encourage all units to engage, provide input and to make our Fires force even better in the upcoming year. Thanks for all you do—your attention to duty, selfless service and most of all, your sacrifice.

Fit to Fight – Fires Strong!

Get back to the basics: Inspections are the glue for maintaining standards in garrison

"YOU CANNOT BE DISCIPLINED IN GREAT THINGS AND UNDISCIPLINED IN SMALL THINGS."

GEN GEORGE S. PATTON JR., MAY 1941,
SECOND ARMORED DIVISION



By CSM Joseph D. Smith,
Fires Center of Excellence
Command Sergeant Major

Regardless of the echelon and complexity, each mission a unit executes requires Soldiers to conduct disciplined supervision of preparation and execution of the mission. As an Army, our goal is to develop and maintain a combat-ready force which is physically and psychologically prepared to fight and win our nation's wars. In order to do this, we must develop Soldiers and competent leaders who live and exude our Army values. Leaders must understand the fundamentals of training and must take personal responsibility for developing themselves in order to deliver contemporary and relevant training.

We have proven over the past nine years of continuous combat that we are delivering Soldiers capable of fighting and winning on the battlefield, but we need to examine how we are doing with the other tasks required of a Soldier.

I think in many ways, leading Soldiers in a combat zone is easier than in garrison because there are minimal distractions, and the mission and focus are clear. Think about it; during a deployment a leader is constantly supervising his or her subordinates, and during time off the Soldier is not allowed to leave the cantonment area. They are restricted to the off-duty activities provided in theater by the Army. In a garrison environment, a Soldier has virtually unlimited choices on how to spend their time off that includes little or no supervision by their chain of command.

The challenge for leaders is to establish a set of values which allows Soldiers to govern themselves within the policies set forth by the Army and local community and do what is right when no one else is watching. So how do we instill this attention to detail and discipline in our Soldiers and junior leaders? In combat, we use the pre-combat checks and the pre-combat inspections, so in garrison, we must use inspections and evaluations.

The purpose of an inspection or evaluation is to ensure established standards are adhered to, ensure accountability and condition of equipment, and to assess the health and welfare of our Soldiers. The inspection must be used as a management tool to assist leaders

in carrying out their responsibilities.

There are many types of inspections: general inspections, command inspections, technical inspections, spot check inspections and other miscellaneous inspections. Each of these types of inspection have subcategories, but I want to focus on barracks inspections, personnel inspections, training inspections and vehicle inspections. We have all heard the old adage, "Only the things that get checked ever get completed." We do inspections in combat before every event, we just need to bring that standard back to our garrison operations.

Barracks inspections. These inspections teach Soldiers to take care of property and to keep their surroundings clean and organized, just like our load plans in our tactical vehicles. There was a time the section chief would inspect his or her Soldiers' room and common areas daily. This ensured the individual Soldier was complying with set policies and taught the NCO they are responsible for the actions of their subordinates. Through these inspections, the NCO also learned they could influence the Soldier both on and off duty.

Personnel inspections. This type of inspection focuses directly on the Soldier. A common personnel inspection is the 'in-ranks' inspection. During the early 1990's, Soldiers would press their uniforms, ensure there were no loose strings hanging on their BDUs, ensure pin-on rank was attached to the uniform using the proper spacing, combat boots were highly shined to a mirrored finish, identification tags were worn around the neck, and the identification card was carried in the pocket.

During an in-ranks inspection, questions about common military knowledge would be asked which forced Soldiers to study on their off time so they would be ready. Topics would range from wear and appearance of the uniform, map reading, communications, guard duty, military leadership, counseling, etc.

This type of training inspection let the leader and the Soldier know if they were proficient in common and MOS-related tasks. Inevitably, Soldiers would gain an immeasurable amount of self confidence when they met or exceeded the standards. All NCOs should carry a leader's book which contains a snap shot of each subordinate's training and proficiency level. By keeping a leader's book, I think this teaches the NCO how to manage their section proficiency and to be able to communicate with supervisors on areas that need more emphasis. When Soldiers are proficient, they possess the potential to be proficient leaders who can teach those skills to less experienced Soldiers.

Vehicle inspections. This type of inspection provides our junior leaders and Soldiers an opportunity to learn and grow. First, it affords the Soldier an opportunity to evaluate their equipment and determine if it is fully mission capable within the guidelines of the technical manual. Second, first-line supervisors develop crucial skills in managing and prioritizing manpower, maintaining equipment, status tracking and making unit-level repairs.

Develop a system. The inspection and evaluation system is a continuous process. Not all areas can be inspected in one day or week. Leaders must develop a system that allows them to check all areas in a timely manner. Inspections are the normally the primary function of the section leader. Regular inspections are an excellent motivator, leading Soldiers to do things well because they know they will be checked on a regular basis. Remember this: "Find a problem, find the checker. Fix the checker, you fix the problem."

There is nothing wrong with having confidence in the abilities of your Soldiers to complete the task, but that does not relieve you from checking, and verifying. By setting an example it teaches subordinates they must develop the discipline to become a leader — just as you are today.

The Army's mission is to "fight and win our nation's wars." Sustained combat requires routinely disciplined actions and decisions. Discipline is a habit — like a muscle that gains strength with repetition, and that habit to build disciplined Soldiers begins in the garrison environment. A section chief who fails to inspect their vehicle's load plan in garrison during command maintenance will be the same section chief who fails to check their ammunition supply prior to conducting a patrol in Afghanistan. A Soldier who does not have their uniform inspected in garrison is the same Soldier who will take out their SAPI plates in combat. The bottom line is standards must be enforced at all time — both in garrison as well as in theater.

Proof is in the checking. On March 20, 2005, large contingents of coalition vehicles were ambushed during a complex attack along Iraq's Route 6. Vastly outnumbered by the attacking insurgent force, the lead and trail vehicles were quickly disabled and the vehicles began to receive a high volume of accurate and effective fire. Several minutes after the attack began, a nearby patrol of military police responded to distress calls.

The patrol quickly realized they were in the exact location where they had conducted rehearsals just days prior. Their squad leader had meticulously gone through all possible scenarios and as a result they were well prepared to maneuver their vehicles into positions that allowed them to effectively engage the attackers. During the ensuing firefight, the MP squad took numerous casualties and Soldiers were forced to seek cover behind various vehicles. Because the MP squad leader had ensured all of the vehicles had uniform load-plans, that included items like additional AT-4s, everyone was able to quickly locate key and essential items like medical supplies and ammunition. This allowed them to treat wounded comrades while continuing to engage the enemy.

As the battle wore on, the MPs soon realized many Soldiers had been wounded and were quickly becoming nonmission capable. The majority of fire was coming from approximately 15 fighters who were on the top of a two-story building just to the south of their position. Due to each and every Soldier being required to certify on every weapon system the unit deployed with, the squad medic and another Soldier were able to successfully engage the building with numerous AT-4s. With the threat neutralized, the Soldiers were able to be evacuated and the convoy on Route 6 was able to move out of the kill zone.

SSG Timothy Nein, the unit's squad leader, saved many lives that day, not only due to his actions during the engagement, but because he inspected his Soldiers' vehicles and made them conduct rehearsals and actions upon contact in order to prepare for combat. One of the most telling signs that SSG Nein's Soldiers were well rehearsed was the fact that during the firefight one of the

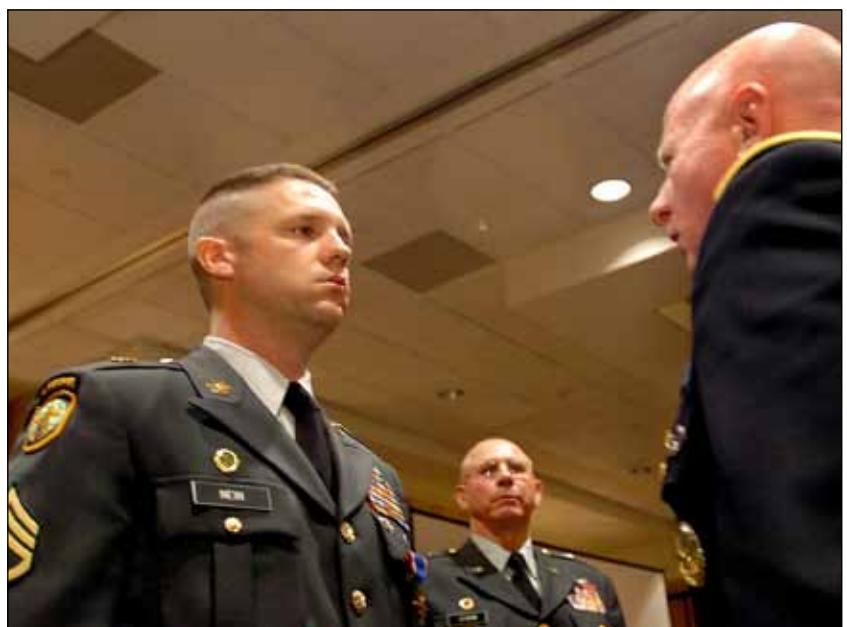
MPs was pinned down by hostile fire and quickly running out of ammunition. The vehicle the Soldier was pinned up against was not his own, but because the unit had standardized load plans and had conducted countless rehearsals prior, the Soldier was able to locate extra ammunition and magazines with minimal effort. He was able to remain in the fight and not unnecessarily expose himself to hostile fire.

NCOs are the tips of the standards spear. NCOs must always be engaged with their subordinates, ensuring they are agile and adaptable in both peacetime and in combat. Drawing from the NCO Creed, it is important to remember that accomplishment of the mission and the welfare of Soldiers are the cornerstones of being an NCO. If you are not personally holding your subordinates to the highest standards then you are failing them. If they are not within standards, when the time comes they will not be able to accomplish the mission. By ensuring they have the proper discipline and attention to detail, they will be able to successfully and safely accomplish the mission.

The Army needs leaders who have the discipline to train the Army's future leaders. Leaders must carefully evaluate a subordinate's failure to make sure the shortcomings are not due to an error on the leaders' part. Leaders must salvage the subordinate when possible and make the tough choice to replace them when necessary. Our policies and procedures are set forth to establish a metric and our inspections give Soldiers a mechanism to achieve that metric.

NCOs are the key to inspections; by checking Soldier and unit readiness, we regularly reinforce standards and instill discipline. Regular, impartial inspections of important areas develop confidence, teamwork and Soldiers' pride in themselves, their equipment, and assist them in becoming better Soldiers by encouraging them to learn and improve daily. I challenge all NCOs to conduct inspections on a daily basis so we remain — *Fit to Fight – Fires Strong!* — not only while deployed but in garrison, too.

We owe our Soldiers nothing less.



SSG Timothy Nein (left) remains at attention after receiving the Distinguished Service Cross from LTG H. Steven Blum, chief of the U.S. Army National Guard Bureau, in Lexington, Ky., Feb. 17, 2007, for his actions as a squad leader with the 617th Military Police Company during an ambush in Iraq on March 20, 2005. (Photo by SGT Jon Soucy, U.S. Army)

Integrated Air & Missile Defense: A Headquarters, Department of the Army Perspective

By MG Richard P. Formica

MG Richard P. Formica, the incoming commander of the Space and Missile Defense/Army Forces Strategic Command, Redstone Arsenal, Ala., addressed the audience of the 13th annual Space and Missile Defense Conference, August 17-20, as a keynote speaker. During the luncheon on August 17, Formica spoke to a packed crowd in Huntsville's Von Braun Center, outlining his perspective on Headquarters, Department of the Army's direction for air and missile defense capabilities and its transformation. The following are extracts from the transcript of his speech.

"Today, I will focus on three things from a HQDA perspective: the Army, the Army's air and missile defense capability portfolio, and how HQDA is changing to address its responsibilities for air and missile defense," he began.

"So, let's talk about our Army," he said. "Our Army, as you know, is stretched by (more than) nine years of combat in Afghanistan and Iraq with our mission to defend the homeland and its many operational commitments across the globe. Today, we have over 255,000 Soldiers forward stationed and deployed to over 80 countries with a target (boots on the ground: dwell time) ratio of one year deployed and two years back at home – for the active component – and one year deployed and four years at home for the reserve component. Additionally, we find ourselves supporting humanitarian missions around the world; saving lives every day as we've seen recently in Haiti, Pakistan and elsewhere."

"Today and in the future, the global security environment will be characterized by persistent conflict, crises that arise unpredictably, vary in intensity and scope, and last for uncertain durations," he continued. "Two trends of great concern are proliferation and failing states and governments – and the nexus of those two. Proliferation of weapons, to include ballistic and cruise missiles, unmanned aerial vehicles and weapons of mass destruction, increase the potential for catastrophic attacks that can be destabilizing, threaten our forces and undercut the confidence of our allies."



MG Richard P. Formica shares his views on the future of the Army's air and missile defense efforts at the 13th annual Space and Missile Defense Conference, Aug. 17. (Photo by Kari Hawkins, U.S. Army)

"As our Army is adapting to the new strategic environment, we have increasingly found ourselves out of balance. Our AC units are deploying at an average BOG:dwell of less than 1:2 and our RC units are only now beginning to achieve about 1:4. Soldiers and their families are stressed by the strain of multiple deployments. Our operating and generating forces are pressing to deliver the force and capabilities required by combatant commanders.

"Today, the Army is working hard to bring itself back into balance. We appreciate the commitment of the Navy, Air Force and Marines in providing core and adaptive capabilities, especially in those areas where the Army just can't keep up," he admitted. "We rely on contractors to augment our capabilities in the fight as well as here at home, and we appreciate the contributions of our coalition partners who share the burden."

Formica went on to outline what the Army identified as key imperatives to assist in the restoration of required

balance. They are:

- Sustain the all-volunteer force
- Prepare Soldiers for the current conflict
- Reset and revitalize Soldiers and families; repair, replace and recapitalize equipment
- Transform.

This transformation includes completing a modular reorganization, accelerating the fielding of advanced technologies, ensuring the RC is operational and sustaining readiness while increasing predictability for Soldiers, families, employers and communities.

According to Formica, there is light at the end of the tunnel and he was encouraged that the Army will be able to regain its balance by the end of fiscal year 2011.

"To meet the challenges of an uncertain future, the Army has identified that future forces must be able to successfully accomplish four tasks:

- Prevail in protracted counterinsurgency campaigns (support democratic governments)

- Engage to help others build capacity against terrorist threats (engage in the development of democratic societies)
- Support civil authorities at home and abroad
- Deter and defeat hybrid threats and hostile states.

"In order to do so, our Army will require disciplined units and Soldiers (who) are versatile – multipurpose forces; agile – rapidly shifting between tasks; lethal – precise lethal and nonlethal Fires; expeditionary – worldwide deployment; interoperable – unity of effort with joint and coalition partners; and sustainable – a rotational force with an operational reserve, and resilient Soldiers and families who care for each other before, during and after deployments," he said.

"Our integrated air and missile defense units and Soldiers are vital elements of the Army's capabilities needed for this future. AMD forces will remain in high demand to defend the homeland; protect our forces, coalition partners and allies abroad; and to deter would be aggressors, consistent with the ballistic missile defense review and the implementation of the phased adaptive approach.

"Air and missile defense capabilities provide a strategic – 'price of entry' for basing, access and over-flight. Over 90 percent of America's PATRIOT force was deployed across seven countries for Operation Iraqi Freedom.

Formica continued, "The Army has achieved an end-strength of over 1.1 million, both AC and RC, building up to 73 brigade combat teams and 230 support brigades. Within that end strength, the AMD force will continue to grow by more than 1,300 spaces by FY17. We have 12 PAC-3 battalions today and are currently pure fleeting our 13th battalion. That number will grow to 15 battalions by the end of FY12.

"The Army is building two Terminal High-Altitude Area Defense batteries, both being formed at Fort Bliss, Texas. We will grow to nine batteries by FY18. The expectation is that there will be a demand for the forward stationing or rotational deployment of these high-demand low-density THAAD units.

"We have two, forward-based AN/TPY-2 radars deployed today, and are programmed to have five detachments by FY14. As with our THAAD units, we expect these radars to be forward deployed which will increase the personnel optempo of our AMD forces and Soldiers. The Army will grow three, Joint Land-Attack Cruise Missile Defense Elevated Netted Sensor, batteries by FY16.

"The Avenger force consists of six AC batteries as part of composite AMD battalions and two AC Avenger battalions. One of those Avenger battalions will be converted to provide a counter-rocket, artillery and mortar capability to the force. There are seven Army National Guard Avenger battalions which rotate the mission to protect the National Capital Region, and the current Army program transitions

operator and 14H air defense enhanced early warning operator. This initiative will mitigate the challenges associated with the MOS 14J Soldier being responsible for 192 tasks and having to cover the current mission area that extends from mud to space.

"The AMD equipment modernization strategy is based on the complex and changing operational environment where an increasing number of ballistic and cruise missiles, manned and unmanned aerial systems, rockets, artillery and mortars are potential threats for use against the homeland and from inside and outside the joint force commanders area of responsibility," Formica said.

The Army AMD arena is also fielding an array of new equipment capabilities over the next several years, as well as modernizing existing systems and developing new capa-

bilities to best support full-spectrum operations. New equipment capabilities in the current program include THAAD fire units, AN/TPY-2 forward-based sensors, JLENS orbits, SLAMRAAM fire units, integrated battlefield control system and the missile segment enhanced interceptor for our PATRIOT Advanced Capabilities-3 units. To sustain and modernize existing capabilities, the Army is procuring additional enhanced Sentinel radars, upgraded brigade tactical operations centers, upgraded joint tactical ground station

detachments, additional air defense airspace management air defense airspace management cells and prudent improvements to C-RAM systems, he said.

"PATRIOT, the cornerstone of our AMD arsenal, continues to provide combat proven defense against tactical ballistic missiles, aerodynamic missiles, aircraft and unmanned aerial systems," Formica continued.

"The Army is on track to equip its pure fleet initiative for our current 13 and projected PAC-3 battalions by first quarter FY12, and PATRIOT is programmed to incorporate the MSE missile to increase our defended area against ever-advancing threats.

"The Medium-Extended Air Defense System, presently in development as the replacement for the PATRIOT system, will provide joint and coalition forces with

"AMD forces will remain in high demand to defend the homeland; protect our forces, coalition partners and allies abroad; and to deter would be aggressors, consistent with the ballistic missile defense review and the implementation of the phased adaptive approach."

from Avenger units to a surface-launched advanced medium-range air-to-air missile capability," he said.

Touching on ADA/AMD units outside the continental United States, Formica pointed out that the Army will convert the 357th Army Air and Missile Defense Detachment in Europe to the 357th AMD Brigade Headquarters, complete with a modernized command post of the future.

"To man these organizations, the number of AMD Soldiers in our Army will grow to 8,700 by FY16. One manning initiative is to split military occupational specialty, 14J air defense artillery command, control, communication, computers and intelligence tactical operations center enhanced operator/maintainer, into two separate MOSSs; 14G air defense battle management system

critical asset and defended area protection against TBMs, cruise missiles and other air-breathing threats. MEADS will undergo critical design review with results pending (fall 2010). We will continue to work with our Italian and German partners as this capability develops. MEADS initial operational capability is projected for FY18.

Additionally, we will improve our indirect fire protection capability beyond C-RAM systems to support deployed forces. Fielding of an IFPC Increment one (warn) capability for our BCTs will begin, and we are pursuing an objective capability to provide the maneuver force with protection against rockets, artillery, mortar, unmanned aerial systems and cruise missile threats.

"IAMD is an inherently joint venture. Governance for the many and multi-faceted AMD programs are complex and involve numerous stakeholders. As you've heard and will hear over the course of this conference, AMD capabilities feature prominently in the requirements at U.S. Strategic Command and in the geographic combatant commands," Formica announced.

The Army must remain closely synchronized with these commands, the Missile Defense Agency, and with all the individual stakeholders, to ensure these projects and capabilities come to fruition. Title 10 responsibilities must continue to be met and to better align AMD program management to meet these challenges, we must adapt our internal organization and processes

within HQDA.

"We have recently established an HQDA AMD Task Force within the G3/5/7 to provide an integrating role for the AMD portfolio," he added. "They will serve as our lead point of contact to MDA and other external stakeholders, and to synchronize our many activities ensuring we are effectively and efficiently managing the resources invested in AMD programs. To keep the structure and manpower bills low; we stood up the task force with a very small number of assigned military and civilian personnel.

"We will rely on Soldiers and civilians embedded from other Army agencies and commands and matrixed staff support, and this provides the task force with organizational flexibility, resilience, subject matter expertise and enable us to leverage the capabilities already resident in SMDC, the Fires Center of Excellence, the Army staffs and the Army secretariats (such as the assistant secretary of the Army), integrating rather than replicating their considerable capabilities. The task force is working hard to get established and to become a HQDA problem solver when it comes to AMD.

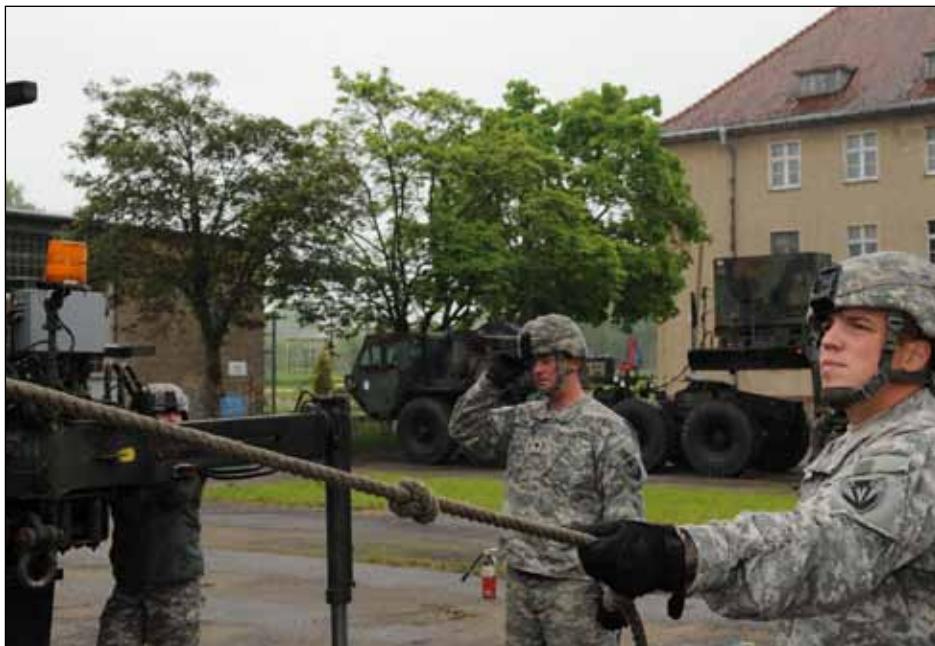
What came to light during the speech was an important process change at HQDA, and the institutionalization of capability portfolio reviews by the Under Secretary of the Army and the Vice Chief of Staff of the Army. These reviews are based on input from across HQDA and from stakeholders throughout the Army. To date, the

reviews have allowed us to look within and across capability portfolio areas to assess the strategic landscape, validate requirements, prioritize investments and eliminate redundancies. The expectation is that these capability portfolio reviews will provide information for major Army processes like the Program Objective Memorandum, Total Army Analysis and others. Currently, the AMD portfolio is being reviewed.

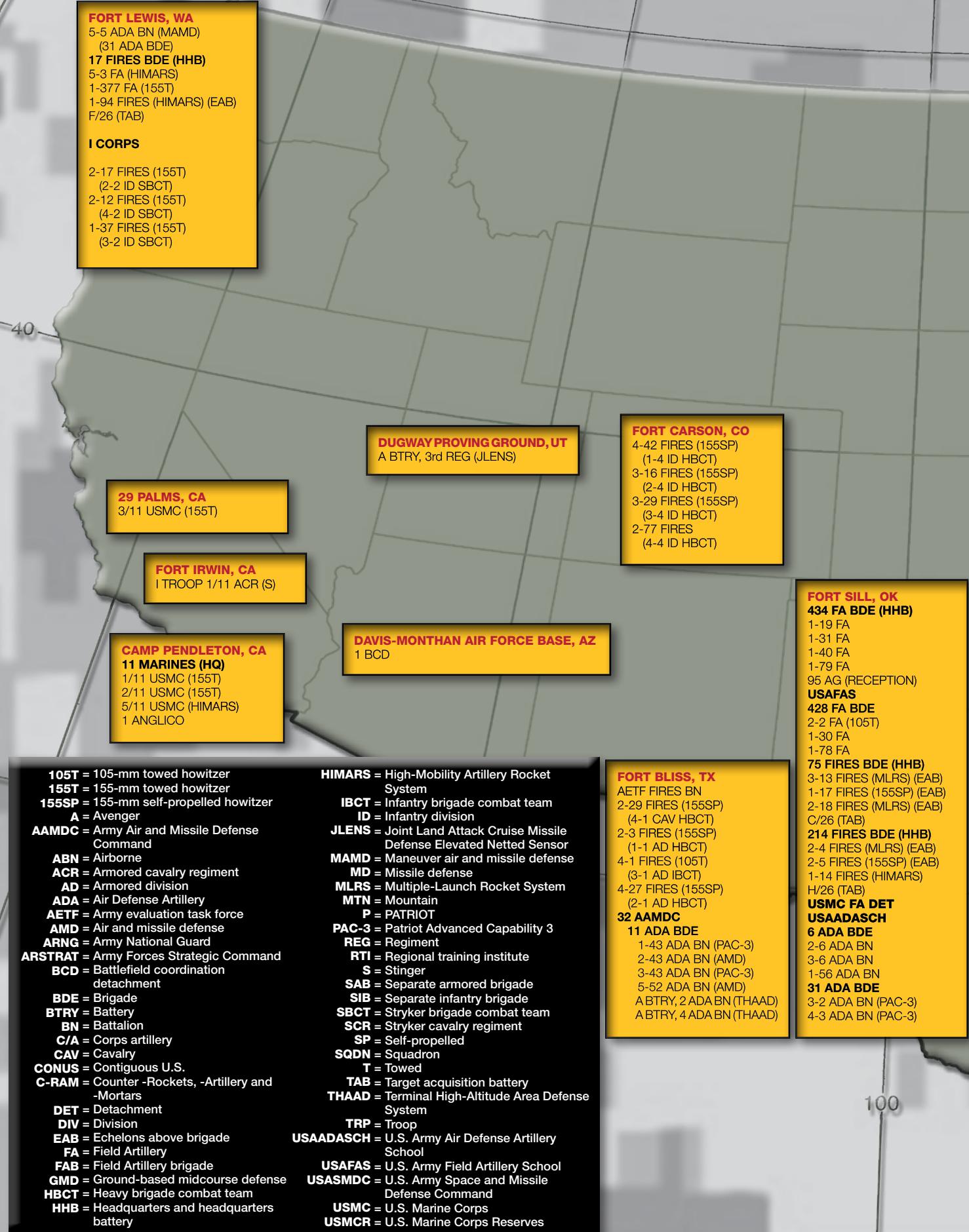
"Transformation is about keeping the Army strong while lowering costs, and to do that, we must leverage capabilities that already exist and that enable us to integrate rather than replicate," said Formica.

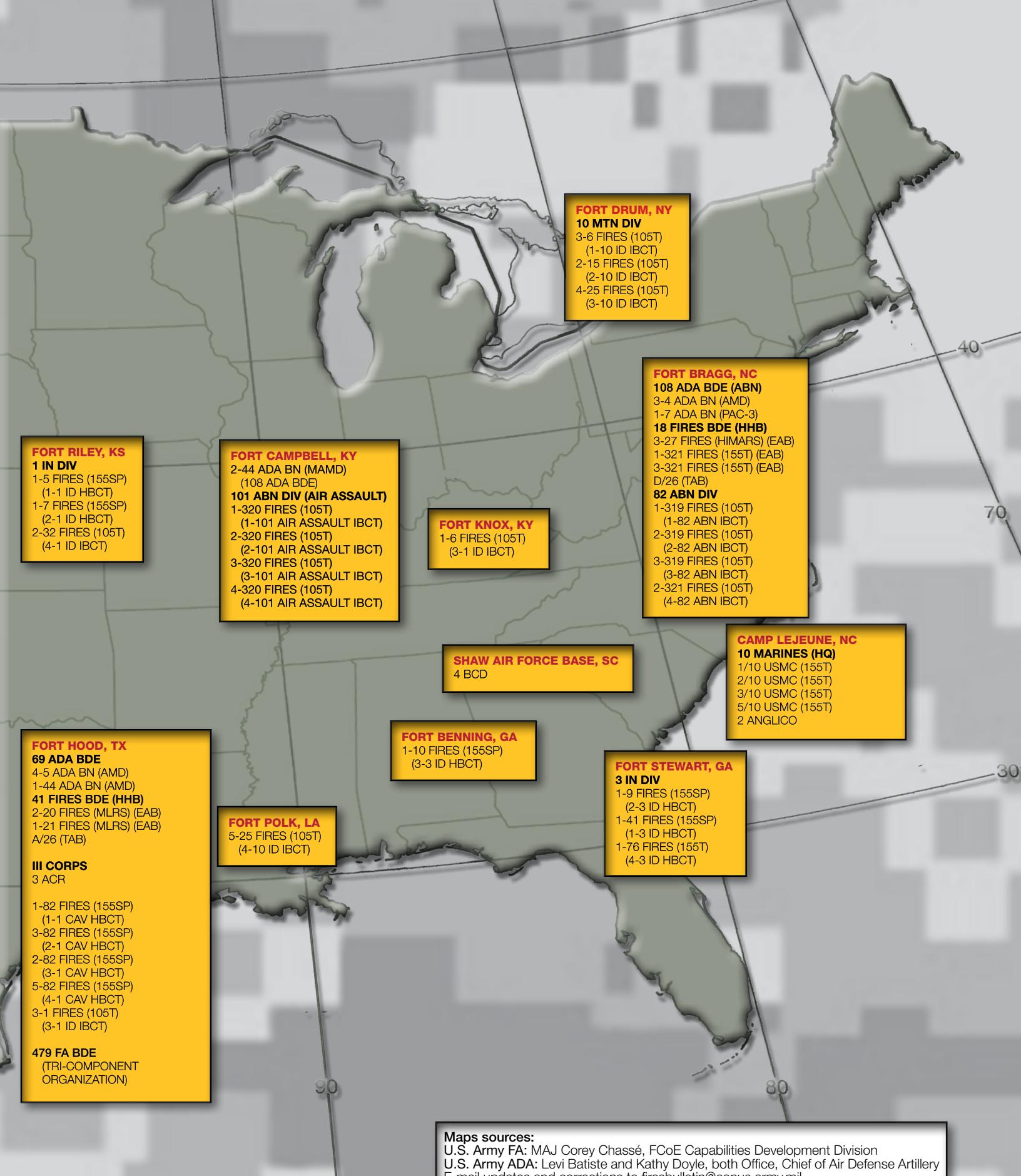
"So, in conclusion, your Army is strained by the demands of war and our many global commitments; it continues to transform to remain relevant and ready for the future. The AMD force will remain a critical and viable capability that we expect to be in high demand for the future, and at the department level, we are reorganizing to optimize the management of our program and ensure the best possible capabilities are rapidly provided to our Soldiers and to the combatant commanders," said Formica. "We thank you for your support and commitment to our Soldiers, our families, and our deployed forces around the world. Army Strong!"

Major General (Promotable) Richard P. Formica is the incoming commander of the Space and Missile Defense/Army Forces Strategic Command, Redstone Arsenal, Ala. He is currently serving as a special assistant to the Chief of Staff, U.S. Army, Washington, D.C. His recent assignments include Commanding General, Combined Security Transition Command-Afghanistan, Operation Enduring Freedom, Afghanistan; Director of Force Management, Office of the Deputy Chief of Staff, G-3/5/7, HQ, U.S. Army; Joint Fires and Effects Coordinator and Commanding General, Force Field Artillery Headquarters, Multi-National Corps Iraq and III Corps Operation Iraqi Freedom, Iraq; Commanding General, III Corps Artillery, Fort Sill, Okla., and as the Assistant Deputy Director for Politico-Military Affairs (Europe), J-5, Joint Staff, Washington, D.C. General Formica was commissioned in 1977 upon completion of the Reserve Officer Training Corps program at Providence College, Providence, R.I., and graduation from Bryant College in Smithfield, R.I. He is a graduate of the Field Artillery Officer Basic and Advance Courses, the United States Army Command and General Staff College, and the National War College, where he earned a degree in National Security and Strategy.



Soldiers from 357th Air and Missile Defense Detachment Brigade, 5th Battalion, 7th Air Defense Artillery Regiment, Alpha Battery familiarize members of the Polish military on how to conduct preventive maintenance on the PATRIOT Missile systems in Morag, Poland, June 1. The purpose of the drills is to show joint cooperation between U.S. and Polish forces. (Photo by SSG Lawree Washington, U.S. Army)







105T = 105-mm towed howitzer
155T = 155-mm towed howitzer
155SP = 155-mm self-propelled howitzer
 A = Avenger
AAMDC = Army Air and Missile Defense Command
 ABN = Airborne
 ACR = Armored cavalry regiment
 AD = Armored division
 ADA = Air Defense Artillery
AETF = Army evaluation task force
 AMD = Air and missile defense
 ARNG = Army National Guard
ARSTRAT = Army Forces Strategic Command
 BCD = Battlefield coordination detachment
 BDE = Brigade
 BTRY = Battery
 BN = Battalion
 C/A = Corps artillery
 CAV = Cavalry
CONUS = Contiguous U.S.
C-RAM = Counter -Rockets, -Artillery and -Mortars
 DET = Detachment
 DIV = Division
EAB = Echelons above brigade
 FA = Field Artillery
FAB = Field Artillery brigade
GMD = Ground-based midcourse defense
HBCT = Heavy brigade combat team
HHB = Headquarters and headquarters battery

HIMARS = High-Mobility Artillery Rocket System
IBCT = Infantry brigade combat team
ID = Infantry division
JLENS = Joint Land Attack Cruise Missile Defense Elevated Netted Sensor
MAMD = Maneuver air and missile defense
MD = Missile defense
MLRS = Multiple-Launch Rocket System
MTN = Mountain
 P = PATRIOT
PAC-3 = Patriot Advanced Capability 3
REG = Regiment
 RTI = Regional training institute
 S = Stinger
SAB = Separate armored brigade
SIB = Separate infantry brigade
SBCT = Stryker brigade combat team
SCR = Stryker cavalry regiment
SP = Self-propelled
SQDN = Squadron
 T = Towed
 TAB = Target acquisition battery
THAAD = Terminal High-Altitude Area Defense System
 TRP = Troop
USAADASCH = U.S. Army Air Defense Artillery School
USAFAS = U.S. Army Field Artillery School
USASMDC = U.S. Army Space and Missile Defense Command
USMC = U.S. Marine Corps
USMCR = U.S. Marine Corps Reserves



Maps sources:

U.S. Army FA: MAJ Corey Chassé, FCoE Capabilities Development Division
U.S. Army ADA: Levi Batiste and Kathy Doyle, both Office, Chief of Air Defense Artillery
E-mail updates and corrections to firesbulletin@conus.army.mil



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Silhouettes of Steel



Editor's note: Contents reflect received unit submissions



Immediately upon their arrival at Fort Sill, Okla., Soldiers of the 31st Air Defense Artillery Brigade stand in formation at their redeployment ceremony while waiting to be reunited with loved ones after a year-long deployment to Southwest Asia, July 15. (Photo by SPC Christopher Dixon, U.S. Army)

U.S. Army Air Defense Artillery

31st Air Defense Artillery Brigade, Fort Sill, Oklahoma, Ready and Vigilant

After a busy year of multiple-unit deployments, the completion of a multiple-unit brigade complex and the standing up of a new battalion, the brigade continues to write their story as the *Ready and Vigilant* Brigade.

With 45 Soldiers from the 31st ADA Brigade Headquarters deployed to Southwest Asia, manpower was low, but morale was high. The rear detachment covered down and ensured proper operations of the remainder of the brigade and a battalion at Fort Sill, and later that year welcomed the newest addition to the 31st ADA family, 4th Battalion, 3rd Air Defense Artillery.

Operations for the forward-deployed element of the 31st ADA Brigade proved to be complex. While continuing to oversee operations conducted back at Fort Sill, the forward element was responsible for overseeing and managing operations from two other battalions across a four-country span in Southwest Asia. The level at which the brigade organized and executed the joint partner mission in support of Operation Enduring Freedom caught the eye of many dignitaries to include those representing the Air Force Central Command, Navy Central Command and the Inspector General.

The forward element of the 31st ADA Brigade, successfully organized and executed one of the largest equipment transportation moves in the U.S. Air Defense Artillery history while deployed to Southwest Asia. This element coordinated air, land and sea transportation to deliver all new PATRIOT equipment from the U.S. to multiple locations in Southwest Asia. Following the arrival, convoy to the site and set up of the new equipment, the old equipment was convoyed back to port to return to the U.S. to undergo extensive maintenance, restoring the equipment back to its original state. This massive equipment changeover was intended to provide optimal defense conditions for air defense Soldiers.

In July 2008, as part of the Base Realignment and Closure of 2005, the Army moved the 31st Air Defense Artillery Brigade from Fort Bliss, Texas, to Fort Sill, Okla. This also marked the beginning of construction on the new brigade headquarters. With the opening of the new facilities, a ceremony was held to dedicate the buildings and to mark occupancy of their new home.

In July, the brigade was also responsible for standing up the 4-3 ADA. Prior to the activation, an assumption-of-command ceremony was held giving LTC Robert Fruehwald the lead of the new battalion. CSM Paul Kogut also assumed responsibility of the battalion.

Soon after the activation of 4-3, 3rd Battalion, 2nd Air Defense Artillery was on its way to relieve one of the deployed battalions in Southwest Asia. The 3-2 was deployed in support of OEF and would spend the next 12 months defending vital assets across multiple regions in the Southwest Asia area.

5th Battalion, 5th Air Defense Artillery Regiment, Joint Base Lewis-McChord, Washington, Dragonslayers

The 5th Battalion, 5th Air Defense Artillery is the only one of three battalions supported by 31st ADA that does not reside at Fort Sill, Okla. The 5-5 ADA is a Joint Base Lewis-McChord, Wash., based unit and falls under the command of 31st ADA. When troops were being pulled from Iraq, the Soldiers of 5-5 maintained mission support and defended vital assets. 5-5 ADA is scheduled to become the first indirect fire protection battalion.

32nd Army Air and Defense Command, Fort Bliss, Texas, Blackjack

For more than a decade, 32nd Army Air and Missile Defense Command, Blackjack, has played an integral role in helping mold and reshape the Army's vision for the U.S.

Air Defense Artillery.

Today, they fight on the frontlines as well as from several other strategic locations in the Central Command areas of responsibility. From PATRIOT missiles to Counter-Rocket Artillery and Mortars to Terminal High Altitude Area Defense System, our command contains a high-powered, long-range arsenal that has proven to be both extremely high tech and deadly accurate.

So as C-RAM crews help keep forward operating bases safe from mortar attacks, PATRIOT crews vigilantly scan skies around the AOR, ready to take down any theater ballistic missile threat. While our Man Portable Air Defense System crews provide extra firepower on the frontlines, THAAD units are supplying an extra layer of defense for our home-front.

We assumed training, readiness and authority over all four U.S. Forces Command ADA brigades, and our footprint spans from coast to coast with units in Joint Base Lewis-McChord, Wash., to Fort Bragg, N.C., as well as several installations in-between. All of these ADA assets are constantly rotating in and out of the CENTCOM AOR, providing ballistic missile defense for the Republic of Korea, or helping to train our coalition partners in the 'Swift and Sure' way of doing business.

In operations today, the 32d has a tactical air command forward integrated into

the combined air operations center where the team integrates the joint and coalition missile defense operational plans. Once deployed, this command supports Coalition Forces Land Component Command and Combined Forces Air Component Command with personnel and resources at the location best supporting the Theatre Missile Defense mission. In addition, *Blackjack* would also provide liaison elements to U.S. Naval Forces Central Command, Special Operations Command Central and other critical components to support operations.

Currently, 32d has liaison elements actively engaged with fostering and enhancing our relationships with both Army Central Command and Naval Forces Central Command. Throughout monthly air defense exercises, our command routinely intermingles its operations with aircraft, naval vessels and/or coalition assets to achieve a maximum benefit from the training as well as improving ballistic missile defense coverage.

But with each new year comes new challenges, and like other units, this command has a laundry list of tasks to accomplish in 2010.

It is our ability to continue to improve our square box not only for *Blackjack* Soldiers today, but also for air defenders of the future that has transformed this command into an elite fighting force.

69th Air Defense Artillery Brigade, Fort Hood Texas, Lightning Strike

During the summer, the 69th Air Defense Artillery Brigade headquarters deployed to Southwest Asia, in support of Operation Enduring Freedom. Months of preparation ensured that Soldiers were well equipped and ready to take on the important mission of command and control of air and missile defense forces throughout the Central Command area of responsibility.

4th Battalion, 5th Air Defense Artillery, (Air and Missile Defense), Renegades

In late 2008, the 4th Battalion, 5th Air and Missile Defense, *Renegades*, (minus Echo Battery) successfully deployed Soldiers for a temporary change of station to Korea. The TCS provided their family readiness group an opportunity to excel, as its leaders helped take care of the families while their Soldiers were deployed. The battalion made a smooth transition back to garrison life upon returning to Fort Hood, Texas. Deployments continued for the *Renegades* as its Echo Battery deployed to multiple locations in Iraq in March 2009. Echo Battery Soldiers successfully performed their air defense mission providing defense and warning to multiple

Soldiers of the 69th Air Defense Artillery Brigade hone their combat skills during an exercise at Fort Hood, Texas, as they train with the antenna mast group. (Photo courtesy of 69th Air Defense Artillery Brigade)



forward operating bases throughout the country saving countless lives.

1st Battalion, 44th Air Defense Artillery, (Air and Missile Defense), Strike First

In November 2009, the 1st Battalion, 44th Air Defense Artillery, (AMD) *Strike First*, participated in Operation Juniper Cobra. The 1-44 AMD was the first CONUS battalion to be selected to participate in the multi-service, multi-nation Joint Kill Chain exercise. The battalion selected its top air defenders and maintainers to form TF OJC. The task force deployed to Israel for one month and quickly integrated into the joint kill chain consisting of Israeli PATRIOT/ARROW forces, U.S. Navy Aegis cruisers and the much anticipated Terminal High Altitude Area Defense System. Additionally, 1-44 AMD conducted a Stinger live-fire exercise. The Soldiers from Echo Battery, 1-44 AMD, trained vigorously for weeks certifying Avenger and Man-Portable Air Defense System crews in preparation for the event.

In Spring 2010, the brigade participated with more than 200 other joint military participants from across the U.S. and Puerto Rico in Virtual Flag 10-2 at the Distributed Mission Operations Center in New Mexico. The seven-day exercise connects simulators and live aircraft in a dynamic battle space that prepares warfighters for realistic situations and scenarios they may face in a combat theater. The brigade worked together with U.S. Navy and Air Force participants to counter air and ground threats from opposing forces.

As we look forward to fall 2010, the year closes out with more field training exercises for continuing occupation proficiency in preparation for winter 2011 Table VIII training, essential for air defenders as validation that battle crews are prepared to deploy and perform the air defense mission. *'Guarding the Skies!'*

94th Army Air and Missile Defense Command, Fort Shafter, Hawaii, Sea Dragons

Located on the island of Oahu, Hawaii, Fort Shafter is home and headquarters of the U.S. Army Pacific Command. The 94th Army Air and Missile Defense Command, known as the *Sea Dragons*, is one of several theater enabling commands located on Fort Shafter. The 94th AAMDC's mission is to conduct theater strategic and operational-level air and missile defense



Soldiers of the 94th Army Air and Missile Defense Command acquire in-depth knowledge of the M2 and MK 19 weapon systems along with intense training in a roll-over drill simulator, Schofield Barracks, Hawaii, Aug. 5. (Photo courtesy of 94th AAMDC)

planning, coordination and synchronization throughout the USPACOM. In this role, the 94th AAMDC commands and controls air and missile defense units, serves as theater army air and missile defense coordinator, and perform the functions of deputy area air defense commander for multiple joint operations areas.

As advancements in threat missile technology increase and proliferate throughout the theater, so does the warfighting capability of the 94th AAMDC. Through joint, multilateral and combined ballistic missile defense exercises, in support of the USARPAC Theater Security Cooperation Program, the 94th AAMDC continues to expand and build partnership capacity across the Pacific theater to ensure U.S. forces, allies and partners are trained and ready to defeat the current and future air and missile threat.

1st Battalion, 1st Air Defense Artillery, *Snake Eyes*

The 1st Battalion, 1st Air Defense Artillery, *Snake Eyes*, is the tip of the spear for the 94th AAMDC and stands ready to conduct air and missile defense of critical assets in Okinawa, Japan. The 1-1 ADA joined the 94th AAMDC on Aug. 16, 2006, after relocating from Fort Bliss, Texas, to Kadena Air Base, Okinawa. Since its arrival,

1-1 ADA has been in close partnership with Japanese self defense forces enhancing the ballistic missile defense of Japan.

Another key asset to the mission of the 94th AAMDC, also stationed in Japan, is the AN/TPY-2 radar site located in Shariki. The establishment of this unit in 2006 marked the first new military installation to open in Japan since the end of WWII. Manned by a small contingent of military personnel and civilian contractors, this radar system provides detection and early warning of potential North Korean missile launches as part of the USPACOM missile early warning architecture.

Essential to the success of Army ground fight in a joint operating environment, the 5th Battlefield Coordination Detachment is the Army force or land component commander's liaison to the Joint Forces Air Component Commander (13th US Air Force). The mission of the 5th BCD is to facilitate the synchronization of air and Army ground operations within the Pacific Command AOR through the coordination of air support and the exchange of operational and intelligence information.

Over the past year, the 94th AAMDC has continuously trained for its wartime mission by participating in 13 joint, combined and bilateral exercises with other branches of the U.S. armed forces, and allied and partner countries, to include

more than 30 joint theater air missile defense command and control, asset management and system development exercises with the 613th Air Operations Center. In total, the 94th AAMDC has trained, equipped and deployed more than 300 Soldiers worldwide in support of overseas contingency operations and exercises. Today forward-stationed missile defense units in the Pacific theater stand as the first line of defense against an ever-increasing ballistic missile threat. Through regional and theater-level exercises, and building partnership capacity with allies and partners, the *Sea Dragons* of the 94th AAMDC stand ready and vigilant to deter and defeat any adversary's missile attack throughout the Pacific theater.

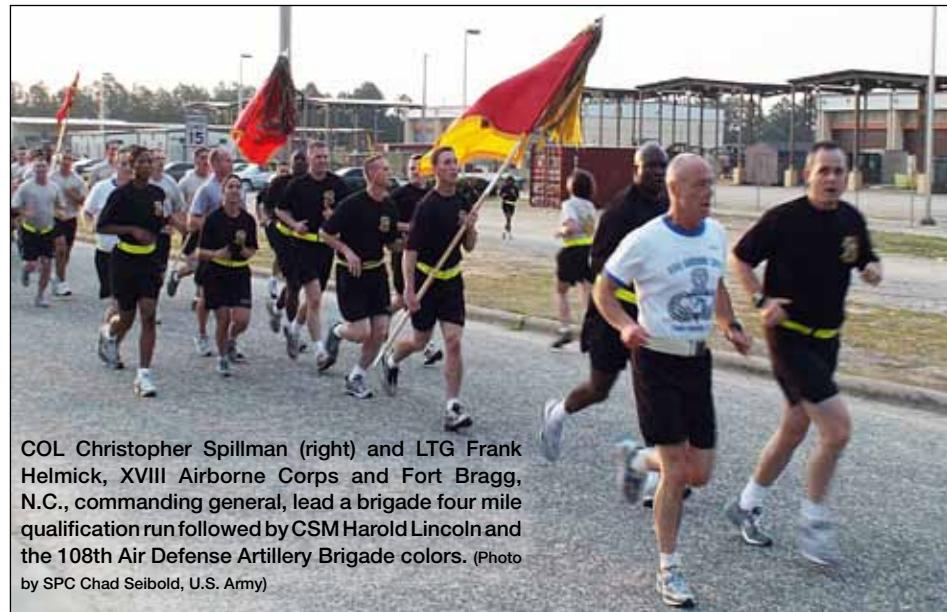
108th Air Defense Artillery Brigade, Fort Bragg, North Carolina, *Spartans*

Headquarters, 108th Air Defense Artillery Brigade

Headquarters, 108th Air Defense Artillery Brigade, Fort Bragg, N.C., deployed and redeployed thousands of troops to and from the Central Command area of operations from each battalion within the brigade throughout the year. In January, the 50th Signal Battalion joined the ranks and became a member of the brigade team during the deployment of its parent brigade headquarters.

1st Battalion, 7th Air Defense Artillery (PATRIOT), Fort Bragg, North Carolina, *No Fear*

1st Battalion, 7th Air Defense Artillery



COL Christopher Spillman (right) and LTG Frank Helmick, XVIII Airborne Corps and Fort Bragg, N.C., commanding general, lead a brigade four mile qualification run followed by CSM Harold Lincoln and the 108th Air Defense Artillery Brigade colors. (Photo by SPC Chad Seibold, U.S. Army)

(PATRIOT) deployed to the Central Command area of operations in October 2009 in support of Operation Enduring Freedom. They provided air and missile defense coverage to critical theater assets and conducted theater security operations in cooperation with Gulf Coalition Counsel partners. *No Fear* redeployed to Fort Bragg in July and began resetting the battalion for future deployments. On Aug. 6, LTC Mike Trononlon transferred command of the battalion to LTC David R. Baxter. The battalion will receive completely overhauled PATRIOT equipment from Letterkenney Army Depot, Pa., and will receive conventional equipment transferred from 3rd Battalion, 2nd Air Defense Artillery (PATRIOT), Fort Sill, Okla. At the conclusion of the equipment transfer, the *No Fear* Battalion will continue to build combat power in preparation for future missions.

2nd Battalion, 44th Air Defense Artillery (Avenger), Fort Campbell, Kentucky, *Strike Fear*

The 2nd Battalion, 44th Air Defense Artillery, redeployed to Fort Campbell, Ky., in 2009 after completing a non-standard mission in Iraq. After resetting the battalion, it reorganized into its authorized maneuver air and missile defense structure and began training core air defense tasks in February. *Strike Fear* later received deployment orders in April and began an intense train up in preparation for a deployment to Afghanistan in July to execute a non-standard mission in support of U.S. Forces-Afghanistan. The battalion is currently conducting training for Afghan security forces to include the Afghan national police and border police.

3rd Battalion, 4th Air Defense Artillery (PATRIOT), Fort Bragg, North Carolina, *Skystrikers*

The 3rd Battalion, 4th Air Defense Artillery (PATRIOT) reorganized following a 15-month, non-standard mission in Iraq. Upon receiving PATRIOT equipment from 1st Battalion, 7th Air Defense Artillery at Fort Bragg, N.C., 3-4 underwent an enhanced deep-maintenance program followed by new-equipment training program that transformed the battalion into a Patriot Advanced Capability-3 PATRIOT battalion. Shortly after the new equipment training, the battalion executed an aggressive gunnery certification program that resulted in fully trained and qualified crews across the unit.

In March, Echo Battery, *Executioners*, returned from a 12-month non-standard mission in support of Operation Iraqi Freedom. While deployed, they were tasked with performing detainee operations, convoy security and training Iraqi security forces. As the only Avenger equipped airborne capable air defense unit in the Army, Echo Battery has regained its airborne capability and is training to achieve full proficiency in air defense tasks.

357th Air and Missile Defense Detachment, Kaiserslautern, Germany, *Strength in Honor*

The 357th Air and Missile Defense Detachment was originally constituted as the 357th Coast Artillery Transport Detachment on June 17, 1944. The detachment was re-designated as the 357th Air and Missile Defense Detachment on Oct. 1, 2007, and was activated on April 16, 2008 in Germany. Presently, the 357th Air and Missile Defense Detachment is located at Rhine Ordnance Barracks, Kaiserslautern, Germany. The detachment is composed of Headquarters and Headquarters Detachment and the 5th Battalion, 7th Air Defense Artillery.

3 **57th AMD-D mission.** On orders, the 357th AMD-D can deploy worldwide to conduct joint and multinational air missile defense operations for U.S. European Command. The 357th AMD-D also serves as U.S. Army Europe's executive agent for all theater air and missile defense operations and as AMD force management, it lastly executes training readiness authority over 5-7 ADA.

5 **-7 ADA mission.** On orders, the 5-7 ADA can rapidly deploy to provide air and missile defense of designated



SPC Clint Brierly (left) and PV2 Jonathon Brewer, both assigned to Alpha Battery, 5th Battalion, 7th Air Defense Artillery, familiarize a Polish officer on the electronic power plant in Morag, Poland, May 27. (Photo by 1LT Lois Perez-Jara, U.S. Army)

maneuver forces and geopolitical assets in support of full-spectrum joint and combined contingency operations.

Since activation, the *Strength in Honor* Detachment has executed numerous joint and combined exercises, command-post exercises, tactical-operations center exercises, field training exercises, a live-fire exercise, tactical seminars, range densities and Gunnery Table VIII certifications. Major training events included the bilateral Juniper Cobra 2010 exercise and quarterly PATRIOT-to-Poland rotations.

Fiscal year 2010 started with a tremendously successful deployment and redeployment of 441 Soldiers who executed the world's largest joint and combined air and missile defense exercise, Juniper Cobra 2010, at Hatzor Air Force Base, Israel.

During JC10, the detachment, as the core of the joint task force, and the battalion also executed a field training exercise which validated battle positions and the communications link architecture which involved both U.S. and Israeli multi-layered ballistic missile defense systems. This highly successful exercise served as the theater-level mission rehearsal exercise for the combatant command's contingency plan and culminated in a combined U.S.-Israeli live-fire exercise. More than 1,000 service members from across the four branches of the military played a vital role in the exercise.

with our Israeli allies.

The detachment also serves as the tip of the spear for European Command with respect to theater security cooperation as they rotate a battery quarterly for 30 days to Poland to familiarize the Polish armed forces on the PATRIOT system and air defense techniques. Alpha Battery completed the first rotation in June and Bravo Battery immediately followed in July and once again in October. With three PATRIOT-to-Poland rotations completed, 5-7 ADA is in the planning process for the fourth rotation.

As part of the day-to-day EUCOM operational plan support, the detachment has the lead for two major combatant command capabilities. The detachment trains, mans and executes the AN/TPY-2 radar functions in Israel as well as trains, mans and executes the sensor management cell mission at Ramstein Air Force Base, Germany. The detachment currently has four Soldiers deployed with 95 contractors from the Missile Defense Agency and 40 host-nation Soldiers manning the AN/TPY-2 radar site. These personnel work together to operate command and control, battle management and the communications suite at Ramstein.

In addition to their real-world early warning mission, our Soldiers also participate in the Missile Defense Agency's

exercises and contribute to developing tactics, techniques and procedures for a constantly changing program. On a separate note, the detachment currently has two Soldiers deployed to Afghanistan in support of Operation Enduring Freedom.

In October, 5-7 ADA completed PATRIOT Advanced Capability-3 upgrades, fielding and new equipment training, gunnery training and certifications. Although 5-7 ADA is the last PATRIOT battalion to undergo these upgrades, the battalion has the most updated and advanced software. The battalion is currently engaged in gunnery training and certifications. Currently, the 32nd Army Air and Missile Defense Command, Fort Bliss, Texas, is conducting an external evaluation using the Standardized PATRIOT Engagement Assessment of Readiness evaluation to validate the battalion's proficiency.

Despite the numerous and varied missions the detachment is executing, planning continues for the presidential-directed phased adaptive approach for missile defense in Europe. Contingency planning and future joint and multi-national exercises such as Juniper Falcon, biennial Juniper Cobra, biennial Austere Challenge, Assured Response and Joint Project Optic Windmill also continue.

'Strength in Honor!'



Soldiers of Alpha Battery, 1st Battalion, 6th Field Artillery conduct a live-fire exercise for fire support certification at Fort Knox, Ky., in March. (Photo by SPC Michael Griffith, U.S. Army)

U.S. Army Field Artillery

1st Infantry Division, Fort Riley, Kansas, *Big Red One*

1st Battalion, 5th Field Artillery, Fort Riley, Kansas, *Hamilton's Own, Faithful and True*

The 1st Battalion, 5th Field Artillery received equipment and new equipment training on field artillery systems from December 2009 to February 2010 as part of Army Force Generation. The focus at this stage was on individual-level training designed to integrate new Soldiers and leaders, and to prepare the unit for certification as a Fires battalion.

During March and April, the battalion conducted section and platoon gunnery. In March, Delta Battery fired the first artillery rounds, for *Hamilton's Own*, since 2006. In May, 1-5 FA conducted training tailored to becoming an advise and assist battalion. The batteries trained on mounted combat patrol, counter improvised explosive device, company intelligence support team and other essential tasks in conducting offensive and defensive operations. The battalion staff participated in the brigade warfighter exercise in preparation for full-spectrum operations at the National Training Center, Fort Irwin, Calif.

In June, the battalion's focus turned to its pending movement to the National Training Center and the preparation and loading of equipment for rail operations. 1-5 FA conducted a successful rotation at the NTC, combining both maneuver and artillery missions as part of full-spectrum operations. The battalion's hard work and efficiency resulted in its validation on mission essential tasks in preparation for possible future deployments.

1st Battalion, 6th Field Artillery, Fort Knox, Kentucky, *Swift and Bold*

The *Centaurs* of the 1st Battalion, 6th Field Artillery were activated in October 2009, at Fort Knox, Ky., and began receiving

equipment in December to prepared for their upcoming deployment to Afghanistan.

In March, they conducted section certification and qualification, and finished their mission readiness exercise at the National Training Center, Fort Irwin, Calif. Along the way, the *Swift and Bold* Battalion fired more than 5,000 rounds in training, received and integrated more than 200 Soldiers, fielded and trained all of their command and control systems, and trained a battery as motorized infantry.

In May, they conducted a live-fire 'walk-and-shoot' for all of the brigade's infantry companies and cavalry troops. The battalion stands ready to support the *Duke* Brigade in their combat deployment.

1st Cavalry Division, Fort Hood, Texas, *America's First Team*

1st Cavalry Division, Fire Support Element

While assigned to the Multi-National Division-Baghdad, the 1st Cavalry Division, Fire Support Element provided joint Fires command and control for five brigade combat teams and one combat aviation brigade in support of Operation Iraqi Freedom 09-10. Utilizing the full spectrum of lethal and non-lethal fire support systems, the fire support element coordinated four Excalibur and two Guided Multiple Launch Rocket System-Unitary missions, more than 2,400 indirect fire missions, 16,000 hours of fixed-wing close air support and more than 20,000 hours of aerial electronic attack support in support of American and Iraqi troops. The FSE also coordinated and executed 25 distinguished visitor and congressional delegation visits, including the president and the vice president of the United States. In addition the FSE enabled the integration of the Advanced Field Artillery Tactical Data System, Effects Management Tool and the Joint Automated Deep Operations Coordination System. The digital systems in concert with Firefinder radars and meteorological systems allowed for complete fire support situational awareness, vertically and horizontally across the battlefield. The

FSE also provided transitional validation for incoming brigade combat teams on joint Fires procedures resulting in no infrastructure damage or injuries to civilians during counter fire.

1st Battalion, 82nd Field Artillery, 1st Brigade Combat Team, *Dragons*

The 1st Battalion, 82nd Field Artillery, has adapted to become a versatile combat unit capable of achieving success in a variety of missions and was exemplified through operations over the past year.

In February 2009, the 1-82 FA deployed in support of Operation Iraqi Freedom 09-10. The *Dragons* performed concurrent missions as a battle-space owning maneuver element, partner to Iraqi security forces and three hot gun sites in Baghdad. Initially attached to 3rd Brigade, 82nd Airborne Division, Bravo Battery maintained continuous 155mm firing capability at Forward Operating Base Hammer, while both Alpha and Bravo Battery conducted maneuver missions east of Baghdad out of FOB Hammer, Combat Outpost Cashe South and Joint Security Station 4 Corners. Both batteries effectively generated positive results with both civil affairs and combat missions helping the local governance and people of Iraq.

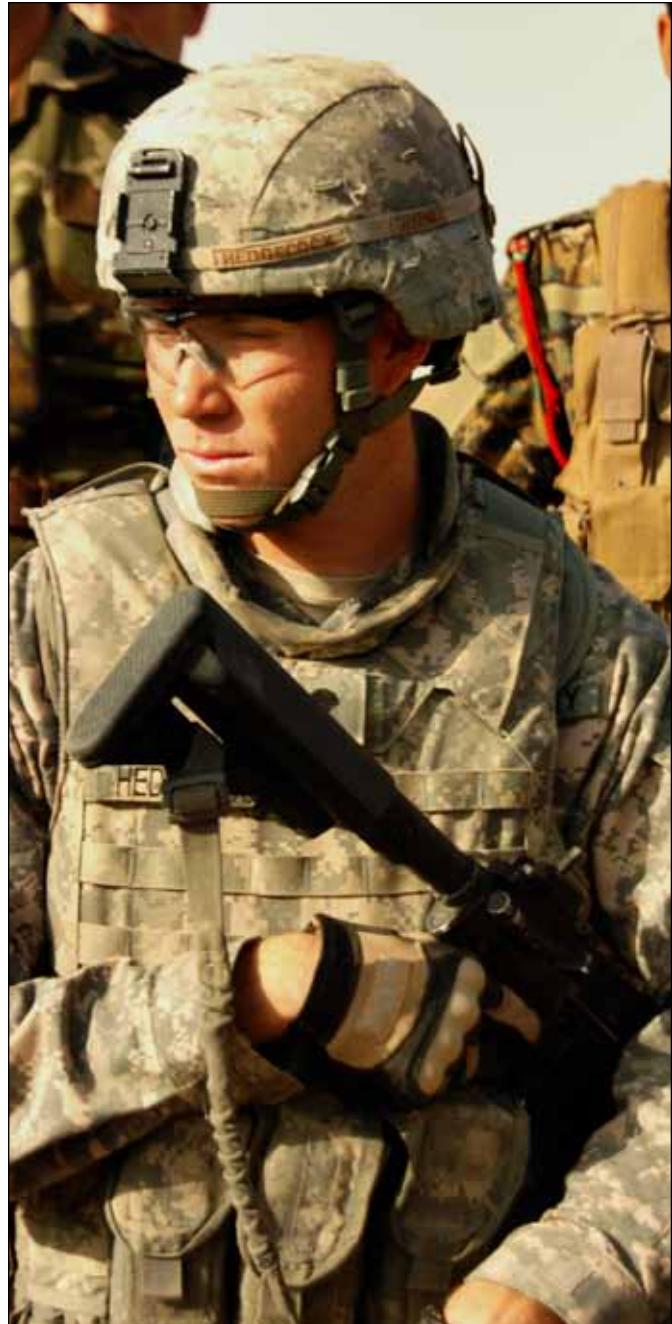
At the mid-point of the deployment, the *Dragons* rejoined 1-1 CAV and moved their operations into northern Baghdad. Bravo Battery manned three hot gun sites (FOB Hammer, Camp Taji and JSS Istiqlal) and fired in support of three U.S. brigade combat teams and their Iraqi partners. Alpha Battery continued to perform their maneuver mission out of JSS Sheik Amir, north of Baghdad. Bravo Battery fired more than 1,000 rounds of 155mm that included a hip-shoot fire mission and several Excalibur missions. Throughout the deployment, Headquarters and Headquarters Battery provided support in the form of tactical operations center operations, quick reaction forces, battalion fire direction operations, radar operations and base defense operations. The Golf Fire Support Cell also provided logistical support for the *Dragons*, running daily resupply missions, and around the clock maintenance operations to ensure the *Dragons* could achieve any mission. In February, the 1-82 FA redeployed to Fort Hood.

Since February, the *Dragons* have conducted reset operations. The *Dragons* focus has been on the fundamentals of individual and crew-level tasks. Training events included small-arms and crew-served ranges and Paladin call for fire simulators.

The *Dragons* of the 1st Battalion, 82nd Field Artillery have embodied the motto '*Can and Will*' with tenacity and pride throughout a complex deployment to Iraq and continue to live that motto everyday throughout our current reset and training mission.

3rd Battalion, 82nd Field Artillery, 2nd Brigade Combat Team, *Red Dragons*

The *Red Dragons* deployed in support of Operation Iraqi Freedom in January 2009. The battalion was given authority for the city of Kirkuk, the largest city in the 2nd Brigade Combat Team's area of operations and bordering Kurdish areas in vicinity of the 'Green Line.' The mission required the *Red Dragons* to organize as a maneuver battalion and secure the population in Kirkuk, which was the heart of the ethnic struggle in Iraq and widely considered the main effort of American forces in shaping a future Iraq. Partnering with Iraqi police and the Kurdish regional army (Peshmerga), the *Red Dragons* reduced violent extremist activity by more than 75 percent over the course of the year. The complexity of the environment required more than thirty Iraqi-unit partnerships many of which had never before partnered with American units. The mission also required the maintenance of more than 100 spheres of influence. The battalion led the way in both civil and information operations as well, completing the largest civil projects



SPC Joshua Hedgecock kneels in front of Peshmerga army soldiers as they get ready to be trained in a reflexive fire drill by Soldiers assigned to Golf Battery, 3rd Battalion, 82nd Field Artillery, 2nd Brigade Combat Team, 1st Cavalry Division, in Qarahangeer, Kirkuk Iraq, Oct. 13, 2009. (Photo by SPC Anderson Savoy, U.S. Army)

in Multinational Division North. The *Red Dragons* were the first in Multinational Division-North to fire Excalibur munitions.

Upon returning to Fort Hood, Texas, the battalion has completed reset operations and has again begun conducting Howitzer Tables I-XII in order to qualify lethal-artillery platoons and will soon transition to light cavalry gunnery and squad live-fire exercises in preparation for the Joint Readiness Training Center and eventually deployment to Operation New Dawn.

The *Red Dragon* team stands ready to lead the way to any contingency area world-wide to accomplish any mission our leaders ask of us.

'Red Dragon! Can and Will!'

3rd Brigade Combat Team, *Greywolf*

2nd Battalion, 82nd Field Artillery, *Steel Dragons*

The *Steel Dragons* of 2nd Battalion, 82nd Field Artillery, deployed in November of 2008 in support of Operation Iraqi Freedom 09-11. The battalion was organized as a maneuver battalion and given the land owning mission for eastern Mosul and the northern portion of the Nineveh province. The battalion controlled the ethnic fault line commonly referred to as the ‘Green Line’ or ‘Disputed Territories.’ The battalion also focused on implementing the new operating procedures required by the Status of Forces Agreement, ensuring that the Iraqi security forces were in the lead for all security operations. Since redeploying, the battalion has focused on reintegration, reset operations and Artillery Tables I-XII, aimed at qualifying our personnel on artillery core competencies prior to transitioning to a motorized rifle battalion. Though battalion timeline for deployment was shortened by five months, the battalion still shot more than 1,000 rounds ensuring that all Paladin crews were qualified through AT VI and two platoons were qualified through AT XII. This allowed the battalion to maintain an artillery capability and demonstrated that the fire support system was absolutely capable of providing timely and accurate Fires for the *Greywolf* Brigade.

The battalion started unstabilized gunnery and will continue preparations to support multiple-mission sets during the upcoming mission readiness exercise at the National Training Center and deployment in support of Operation New Dawn in early 2011.

4th Brigade Combat Team, *Longknife*

5th Battalion, 82nd Field Artillery, *Black Dragons*

The *Black Dragons* of 5th Battalion, 82nd Field Artillery continued to provide supporting Fires for the *Longknife* Brigade while preparing for deployment to Iraq. After completing Army Force Generation reset, the battalion conducted a training cycle to prepare for combat. Tasked to provide lethal platoons in both traditional artillery missions and motorized security assignments, the *Black Dragons* conducted its first full artillery gunnery density in more than three years. Completing Artillery Tables I-XV, the battalion fired more than 3,100 rounds in six months.

Demonstrating the traditional adaptability of the field artillery, the battalion was task organized to field motorized security platoons to support a wide array of deployed missions, including close escort of the provincial reconstruction team, United National Assistance Mission for Iraq, and other governmental and non-governmental partners. Finally, we fielded, certified and deployed the first EQ-36 Counterfire Radar System in the Army, and demonstrated the capabilities this new system will bring to the force.

The *Black Dragons* are currently deployed to Mosul, Iraq, and tasked with providing both lethal and responsive Fires in support of the Iraqi security forces as well as security escorts for the Ninewa provincial reconstruction team.

‘Can and Will!’



SPC Brent Nutter and Soldiers assigned to Golf Battery, 3rd Battalion, 82nd Field Artillery, 2nd Brigade Combat Team, 1st Cavalry Division, train a Peshmerga army soldier in a reflexive fire drill in Qarahangeer, Kirkuk Iraq, Oct. 13, 2009. (Photo by SPC Anderson Savoy, U.S. Army)

(FROM LEFT) SPC Edgar Nzigou, SSG George Figueroa and SPC Daniel Myrick, all assigned to Alpha Battery, 3rd Battalion, 17th Field Artillery, 5th Brigade Combat Team, 2nd Infantry Division, prepare to connect an M110 howitzer to a CH-47 Chinook helicopter as it passes directly overhead in Kandahar, Afghanistan, Jan. 16. (Photo by PFC Nathan Booth, U.S. Army)



2nd Infantry Division, Camp Red Cloud, Korea, Second to None

1st Battalion, 37th Field Artillery, Joint Base Lewis-McChord, Washington, Red Lions

In August 2009, 1st Battalion, 37th Field Artillery deployed in support of Operation Iraqi Freedom 09-10. In the spring of 2009, the battalion trained to conduct both maneuver and field artillery missions, and completed the military readiness exercise at the National Training Center, Fort Irwin, Calif. Upon arrival in Iraq however, Task Force Red Lions was given a change of mission; supporting the State Department's Diyala provincial reconstruction team— one of the top priorities for the United States Division-North commander. They immediately adjusted their mission, becoming Task Force Governance and Civil Capacity, and adapted the organization to provide direct support to the 3rd Stryker Brigade Combat Team, its maneuver battalions and the Diyala PRT improving governance and the quality of life for the citizens of the Diyala province.

Providing proper oversight for the entire province, a battery commander was assigned as direct support to each of the four maneuver battalions for the brigade non-lethal line of effort. Each maneuver battalion had their own operational environment, with boundary lines that nearly paralleled the five Qa'da (district) boundaries within the province. The battery commanders worked directly with the maneuver commanders and the local government to improve systems and programs. To accomplish this, TF GCC conducted split-base operations from the primary tactical operations center at forward operating base Warhorse, with battery commanders at FOBs Normandy, Grizzly, Caldwell and Cobra. These commanders paired with their U.S. State Department counterparts and would nest their missions within the mission parameters for both the 3rd SBCT and the State Department. Each commander had a platoon sized movement team, which supported both battery commander and PRT movements, and fulfilled security requirements, enabling hundreds of key leader engagements.

Additionally, TF GCC provided junior officers as special assistants in support of the Diyala PRT's major lines of effort – Agriculture, Economics, Rule of Law, Infrastructure, and Governance. Task force GCC provided an additional five movement teams for these lines of effort. These teams were vital in allowing the State Department to attend regular meetings with government officials at all levels.

While providing support to the PRT, the task force simultaneously fostered an idea to stimulate economic development in the Muqdadiyah Qa'da by distributing a large number of micro-grants to store owners within the market. This market, had been destroyed during years of heavy fighting and had never fully recovered. The plan ultimately generated thousands of jobs and revitalized the pitiable economic situation responsible for many security concerns within Diyala. After seeing the improved economic and security conditions within Muqdadiyah, the task force initiated a bold economic development plan for an additional two Qa'das; Khalis and Khanaqin (Jalula). These economic development teams were made up of an officer and platoon-sized element of Soldiers, with oversight from local PRT. The operation once again resulted in the successful revitalization of the market areas while creating jobs, building commerce, and ultimately increasing security. Upon the completion of the mission, more than 2,920 micro-grants and \$19 million in the Commander's Emergency Response Program, had been responsibly distributed.

TF GCC formed several cells to facilitate project and program development and execution throughout the Diyala province. The project management cell, operated as a functional staff section that assisted in the processing and responsible management of millions of dollars and the infusion of money into the economy of the province, resulting in; \$1,130,867 in humanitarian assistance, \$42,500,601 in micro-grants, and \$22,179,120 in essential services projects. Once this program was established, it was utilized throughout the brigade and shared with other brigades throughout the United States Division-North.

The task force's military intelligence shop also had to be reorganized in order to work within the parameters of a governance and civil capacity mission. An intelligence fusion cell was created and was responsible for more than 250 governance and civil capacity summaries that captured the key leader engagements, intelligence reports, operational support intelligence, and all other non-lethal focused intelligence critical to the analysis. The IFC ultimately proved to be essential in carrying out the TF GCC mission and the information that was gathered from their operations enabled the growth of provincial and Qa'da-level governance.

During the March 2010 Iraqi national elections, the task

force played a key role in identifying 380 polling sites within the Diyala province. In support of United States Forces-Iraq, the task force escorted U.S. Embassy and international observer teams to numerous polling sites prior to, and during the election to facilitate the transparent process and the validity of the historical elections.

In addition to the battalion's role of supporting the PRT, the battalion manned and maintained the only howitzer 'hot gun' in the United States Division-North's operational environment. The task force safely and accurately fired more than 100 rounds of 155 mm artillery in support of terrain denial missions.

3rd Battalion, 17th Field Artillery, 5th Stryker Brigade Combat Team, 2nd Infantry Division, Joint Base Lewis-McChord, Washington, Stryke First

Since its reactivation on April 17, 2007 at Joint Base Lewis-McChord, the Soldiers of the 3rd Battalion, 17th Field Artillery have been training for a maneuver mission in anticipation of deployment in support of Operation Iraqi Freedom. They have been executing training events to include maneuver live-fire exercises and certifications through the battery level. With the pending deployment to Afghanistan, the battalion re-focused, while at National Training Center, Fort Irwin, Calif., all of its efforts on artillery core competencies and organizing to provide decentralized artillery direct support to 5th Brigade, 2nd Infantry Division (Stryker Brigade Combat Team). Upon the battalion's return from NTC, 3-17 FA fielded 18 M777A2s, conducted new equipment training and live-fire exercises, section qualifications and certified nine platoon fire direction centers and additional gun sections. These tasks were conducted while the battalion simultaneously prepared all their equipment for shipment to Afghanistan. By the time the battalion began deploying personnel in June of 2009, it had reorganized into nine firing platoons with two guns and an FDC section each. This reorganization would allow the battalion to locate firing assets

throughout southern Afghanistan and provide more flexibility and fire support coverage to maneuver units.

Throughout June and July of 2009, the battalion deployed to Kandahar Airfield in Regional Command - South. The battalion prepared for combat operations by conducting reception, staging, integration, and onward movement tasks, conducting limited calibrations in the Afghan desert and learning how to properly rig the M777A2 for air movement.

The brigade's three infantry battalions and a cavalry squadron were given tactical control of 3-17 FA's three firing batteries. Alpha Battery established firing capability with three platoons in the Zabul province and provided indirect fires to 4th Battalion, 23rd Infantry and a Romanian infantry battalion. Bravo Battery provided two firing platoons in support of 8th Squadron, 1st Cavalry Regiment in the southeast Kandahar province. Charlie Battery established two firing platoons in northern Kandahar province in support of 1st Battalion, 17th Infantry. The battalion established a fourth firing battery, Foxtrot Battery, consisting of one platoon from Bravo and Charlie Batteries, to support 2nd Battalion, 1st Infantry in the western Kandahar province. Additionally, Soldiers from 3-17 FA manned the Joint Border Control Center located at Forward Operating Base Spin Boldak near the Afghanistan and Pakistan border.

The first combat test for the battalion came in August and September 2009 during a brigade operation, Operation Opportunity Hold. Charlie Battery delivered more than 300 rounds of lethal and non-lethal munitions in support of the 1-17 Infantry and the 2nd Battalion, 1st Infantry. This operation tested the ability of the battalion to support the batteries logistically with supply, especially ammunition, and to coordinate with the brigade support battalion. The Redlegs of 3-17 FA passed the test and applied lessons learned to future operations in Zabul, Helmand, and Maiwand provinces of southern Afghanistan. Additionally, Charlie Battery fired the battalion's first XM982 Excalibur round in support of combat operations.

In December 2009, 5th Brigade, 2nd Infantry Division (Stryker Brigade Combat Team) received a change in mission requiring them

to secure the main supply routes and establish freedom of movement for the local populace, Afghan national security forces and coalition forces. This change required the repositioning of maneuver battalions and their supporting artillery batteries. To support this, Alpha Battery moved six times within two months. With Alpha Battery's move to Maiwand and Helmund, Foxtrot Battery was disbanded in January.

Charlie Battery, also consolidated two of its firing platoons at FOB Frontenac in northern Kandahar province, and began work to establish another fire base to expand its fire support coverage for the battalion. The fire base, positioned near the volatile Baghtu Valley in Shah Wali Kot District of Kandahar province, was located on an abandoned Canadian FOB, and named 'Fire Base Baghtu.' Charlie Battery, with support from the 1-17 and the brigade's engineer company,



(FROM LEFT) LTC Dennis Smith, commander of 3rd Battalion, 17th Field Artillery, 5th Stryker Brigade Combat Team, 2nd Infantry Division, and LTC Jonathan Neumann, commander of 1st Battalion, 17th Infantry Regiment, 5/2 ID (SBCT), talk about possible improvements to Fire Base Baghtu, Afghanistan, during a visit to the new fire base, March 4. (Photo by SPC Nathan Booth, U.S. Army)

oversaw all construction of perimeter defense and life sustainment infrastructure. Once complete, Charlie Battery occupied FOB Bagthu with two platoons, one as a hot gun platoon and one to provide security. The battalion's maneuver training in anticipation of deployment to Iraq allowed Charlie battery to provide all aspects of security to the fire base to include dismounted patrols into surrounding mountains, perimeter defense and convoy logistics patrol security to and from FOB Frontenac.

As the battalion repositioned to support the brigade's freedom of movement mission, the number of platoons needed to provide fire support decreased. The battalion maintained six firing positions from January until its redeployment. The other platoons all provided maneuver support to the infantry battalions and cavalry squadron in the form of combat logistics patrol security, FOB defense and quick reaction forces.

Throughout the deployment, every firing platoon was called on nightly to provide illumination Fires in support of the maneuver task forces conducting counter-improvised explosive device operations and to disrupt enemy movements and operations. Targets ranged from planned targets along main routes of communication to targets of opportunity. All platoon FDCs became extremely proficient at every type of illumination missions such as coordinated illumination and lateral spreads.

Of the 6,248 artillery rounds the battalion fired, the battalion delivered more than 3,600 illumination rounds. Other munitions that the battalion utilized included the experimental XM1066 infrared illumination, which received high marks from supported maneuver units and fire supporters, and the XM982 Excalibur Block I, which was used effectively to destroy insurgent positions on multiple occasions.

The effectiveness of indirect Fires and its contribution to mission success in a counterinsurgency environment culminated in June. As the Taliban increased operations during the traditional spring fighting season, 1st Battalion and special operations forces conducting operations in northern Kandahar utilized indirect Fires from Charlie Battery extensively to include an Excalibur mission, smoke, and high explosives, which resulted in multiple enemy personnel killed in action.

This operation proved that timely and accurate indirect Fires combined with well-trained and proficient fire supporters advising their maneuver commanders can have a tremendous impact on friendly success against insurgents. As a part of the first Stryker Brigade to deploy to Afghanistan, 3-17 FA BN, *Stryke First* contributed to improved security in southern Afghanistan and provided

accurate, responsive, and lethal indirect fire support to all of the 5-2 ID (SBCT) maneuver battalions, special operations, and coalition partners.

3rd Infantry Division, Fort Stewart, Georgia, Marne Division

1st Battalion, 76th Field Artillery, Patriots

In December 2008, 1st Battalion, 76th Field Artillery, *Patriots*, redeployed from Operation Iraqi Freedom 07-08 to Fort Stewart, Ga. The battalion served as both a direct support Fires battalion and a land-owning unit with the second largest area of operations within the 4th Heavy Brigade Combat Team, 3rd Infantry Division. In March 2009, the 4th HBCT transformed to the 4th Infantry Brigade Combat Team, trading in its self-propelled M109A6 155mm Paladin howitzers for towed M119A2 105mm howitzers. To support the brigade's movement from a 'heavy' to a 'light' Fires battalion, 1-76th Field Artillery conducted equipment familiarization and training with the 3rd Battalion, 319th Parachute Field Artillery, 82nd Airborne Division, Fort Bragg, N.C. Senior leaders from the battalion participated in classes and 'train-the-trainer' hands-on exercises, in April 2009, to better educate their leadership in the tactics, techniques, and procedures of light, towed artillery pieces.

After several months of gunners' testing and section



Soldiers of the 1st Battalion, 10th Field Artillery form the 3rd Infantry Division patch while taking a battalion photo to capture for their tour at Contingency Operating Base Delta, Wasit province, Iraq, from October 2009 to October 2010. (Photo by SPC Matthew Hayes, U.S. Army)

certifications the battalion was ready to conduct live-fire training in July 2009. Throughout the following months, the battalion successfully completed Artillery Tables VIII and XII gunnery. In January 2010, 1-76th FA led the 4th IBCT through the first 'walk and shoot' in the brigade's history. This exercise trained leaders of 4th IBCT's infantry battalions, cavalry squadron, special troops battalion and sustainment battalion in the concept of fire support integration by utilizing all brigade fire support assets.

In February, 4th IBCT began training for deployment in support of OIF/New Dawn as an advise and assist brigade. With its new mission, the battalion parked its howitzers and headed to the field to conduct Vanguard Focus, Table VIII and XII wheeled gunnery, and conducted a rotation at the National Training Center in Fort Irwin, Calif.

In July, the 1-76 FA deployed to Camp Ramadi, Iraq, and assumed the duties and responsibilities of the Camp Ramadi security force mission. They also supported the stability transition teams at the Anbar police directorate and the Anbar operations center in Ramadi. *'Duty - the Spirit of '76!'*

1st Battalion, 10th Field Artillery, *The Rock's Support*

In October 2009, 1st Battalion, 10th Field Artillery, *The Rock's Support*, deployed as part of the 3rd Brigade, *Sledgehammer*, 3rd Infantry Division to contingency operating base Delta, Wasit province. The *Sledgehammer* Brigade deployed as one of the first advise and assist brigades in Iraq, and in support of this effort, the battalion continued to demonstrate the mental agility and flexibility required by transforming into a motorized task force and conducting partnered operations in support of Iraqi security force assistance and civil capacity.

Operations conducted by the battalion involved leveraging attached stability transition teams with their associated battery/company to advise, train and assist our ISF partners in order to create/sustain a professional force capable of neutralizing violent extremist networks and providing sustainable security for the populace. The battalion's organization and partnerships included: Alpha Battery, 1-10 FA, *Automatic Steel* and STT 12 working with the Wasit federal police brigade, Golf Battery, 203rd Forward Support Company, *Spartans*, and STT 13 working with the 8th Iraqi army divisional transportation directorate; an operationally controlled military police company *Vikings/Piranhas* and STT 14 working with the Wasit Iraqi police, and Bravo Battery, 1-10 FA, *Raging Bulls*, providing support to the provincial reconstruction team.

Task Force 1-10 FA supported Iraqi national elections in March. In collaboration with Iraqi security forces, the battalion conducted vulnerability assessments of countless polling locations and ballot storage sites as well as advised and assisted with the election security plan. The result was an extremely successful and credible election with no incidents.

Civil capacity was another major effort conducted with partners in the PRT and enabled by Bravo, 1-10 FA. The *Raging Bulls* provided movement planning, support and security to the PRT as they worked to facilitate efforts with business and agricultural development, social and essential services, governance and rule of law. The battery logged thousands of miles in support of the PRT's efforts to advise, assist and train provincial government



The earth shakes as an M109A6 Paladin fires a gas propelled 155mm howitzer round as 1st Battalion, 9th Field Artillery Regiment, 2nd Heavy Brigade Combat Team, 3rd Infantry Division conducts their gun calibration at Destiny Range in Mosul, Iraq, April 23. (Photo courtesy of 1-9 FA)

agencies, plan projects in support of essential services and agriculture initiatives, and conduct post-project assessments.

Despite the operational tempo, the battalion also made time to celebrate their roots as artillerymen training on core artillery competencies. In May, the battalion conducted artillery tables in order to train crews on individual and section collective tasks. This included artillery skills proficiency tests, gunner's test as well as Paladin and fire direction center section certifications. The training concluded with a modified section qualification using all guns and FDC sections to qualify on a modified live-fire.

The battalion proudly joined a long legacy of artillery units to command and control COB Delta, Wasit Province, Iraq and returned to home station.

1st Battalion, 9th Field Artillery, *Battleking*

Artillerymen of the *Battleking* Battalion, 1st Battalion, 9th Field Artillery, deployed to Operation Iraqi Freedom / New Dawn in October 2009 and returned to Fort Stewart Ga., in October 2010. The battalion executed a complex mission set during the deployment in support of the 2nd Advise and Assist Brigade, 3rd Infantry Division based out of contingency operating site Marez and contingency operating site Irbil, Iraq.

The *Battleking* Battalion lived up to its Hawaiian motto '*Kalia-I-Ka-Nu-U*', or '*Strive To Reach The Summit*', throughout the deployment. The *Battlekings* were responsible for all operational reporting occurring in the city of Mosul, the capital of northern Iraq's Nineva province and the second largest city in Iraq. The 1-9 FA provided military support for several U.S. Forces-Iraq units and U.S. interagency partners within the city of Mosul, across Nineva province, and in the Kurdish regional area capital city of Irbil. Among these were the Department of State's Nineva provincial reconstruction team, the United States Division-North Reconstruction Cell, 38th Explosive Ordnance Disposal Team, Iraqi army stability transition teams, Iraqi federal police stability transition teams and the United Nations assistance mission for Iraq. The main effort of the battalion was military support to team Nineva PRT who provided consultation on reconstruction efforts, rule of



LTC Joel Hamilton, commander of 1st Battalion, 41st Field Artillery, interacts with children at a displaced persons camp in Zafaraniya, Baghdad, Iraq, during a humanitarian assistance drop and combined medical engagement with the 1st Federal Police. This particular camp has 11,000 residents, mostly unemployed, and is a recruiting ground for violent extremists operating in and around the Karadah peninsula, Sadr City and East Rashid areas of Baghdad. (Photo courtesy of 1-41 FA)

law, governance and economics directly with the Ninewa provincial government.

A highlight for the *Battlekings* was the military support provided to team Ninewa PRT and the 3rd Federal Police Division during the March 2010 Iraqi national elections. Military support to the Ninewa PRT allowed them, along with senior State Department officials, to travel throughout the disputed internal boundary areas of northern Iraq and provide reports back to Washington, D.C., on the effectiveness of the election process. During the elections 1-9 FA also established a tactical command post inside the 3rd Federal Police Division headquarters to advise and assist the police and synchronize operations across volatile western Mosul. The net result of this combined operation was a safe and secure election environment with record-breaking voter turnout.

Although the *Battleking* Battalion excelled in their military support mission to advise and assist, they still maintained their Redleg core competencies of shoot, move and communicate. The 1-9 FA employed its M109A6 Paladin howitzers on numerous occasions of the deployment. The booming presence of the Paladin howitzers, firing in support of the brigade's counter indirect Fires and counter improvised explosive device campaign, proved effective on the battlefield. The *Battlekings* also executed an artillery raid in support of an Iraqi security force named operation and executed a combined-arms live-fire exercise featuring OH-58D aircraft, mounted and dismounted with Iraqi army soldiers. Notably, Bravo Battery fired the last artillery rounds of OIF on Aug. 31, 2010. Alpha Battery then began a new chapter in the history books by firing the first artillery rounds of Operation New Dawn on

Sept. 6, 2010.

While on their fourth deployment to Iraq and with more than 1,100 combat patrols conducted, countless advise and assist engagements and more than 700 artillery rounds fired, *Battleking* Soldiers proudly demonstrated the versatility and effectiveness of Redleg Soldiers.

1st Battalion, 41st Field Artillery, *Glory's Guns*

The 1st Battalion, 41st Field Artillery, *Glory's Guns*, distinguished itself in support of Operations Iraqi Freedom and New Dawn. The battalion spent the year in combat operations supporting Iraqi security and stability during the seating of a democratic government. In December 2009, Task Force Glory established its headquarters at Camp Stryker, Baghdad, Iraq. The battalion provided a direct support howitzer, firefinder radar, and meteorological coverage to three brigade combat teams from four joint security stations across Baghdad province. From January to April 2010, *Glory's Guns* proved its versatility, providing not only counter-fire coverage for United States Division-Center, but also serving in a maneuver role as the first advise and assist brigade, 3rd Infantry Division reserve. In March, the task force partnered with Iraqi security forces to disrupt violent extremist network efforts to attack voters during the national elections. The task force contributed directly to the disruption of vehicle-borne improvised explosive device movement into

the city of Baghdad.

Task Force Glory established and fostered a partnership with the Iraqi Field Artillery School at Abu Ghurayb. Serving as a conduit between the schoolhouse and United States Army Fires Center of Excellence at Fort Sill, Okla., *Glory's Guns* prepared the Iraqi army to field M198 towed and M109A5 self-propelled howitzers. By assisting with the development of training plans and sharing tactics, techniques, and procedures, the Soldiers of Task Force Glory laid the ground work for ISF to field a professional, well-trained core of artillerymen and an enduring strategic partnership between our Armies.

As a part of the brigade's decisive operation, security force assistance and stability transition teams from *Glory's Guns* partnered with three corps-level headquarters to enable the Baghdad, Karkh, and Rusafa operational commands' security and stability operations. From December 2009 to December 2010, Task Force Glory directly assisted Iraqi operational commands in the planning of operations for: election security, ballot movement, pilgrimage security, and targeting violent extremist networks.

In May, the task force established an enduring partnership with the 1st Federal Police Division at Joint Security Station Loyalty. Commanding and controlling operations from the combined division operations center, they provided a secure and stable environment in eastern Baghdad. Together they conducted combined operations targeting violent extremist networks and significantly reduced indirect fire and IED attacks in the nine Nisan and Karadah districts.

As a result of the partnership, the 1st Federal Police Division developed enduring capabilities making it a formidable security force, capable of targeting networks, exploiting evidence, and securing the populace, earning their trust. Task Force Glory trained, advised and assisted them in developing a division action arm, an explosive ordnance disposal team, improved human intelligence networks, and improved logistical systems.

4th Infantry Division, Fort Carson, Colorado, Ivy Division

On July 22, 2009, the 4th Infantry Division formally uncased its colors at Fort Carson, Colo., after fourteen years of calling Fort Hood, Texas, home. The move returns all of the *Ivy Division's* artillery to the same installation.

Over the last year, the division's four artillery battalions maintained a rapid pace of operations and supported rotating brigade combat team deployments in support of Operation Iraqi Freedom and Operation Enduring Freedom. The Iron Gunners have honed their abilities to deliver accurate and lethal indirect Fires, transitioning to serve as motorized rifle battalions and providing security force assistance to host nation forces. The division's U.S. Air Force partners, the 13th Air Support Operations Squadron has deployed teams to both Iraq and Afghanistan and assisted at home station by providing close air support training and participating in Joint Fires Observer training courses. The 13th ASOS also conducted tactical air control during the Falcon

GEN Charles Campbell, MG David Perkins and CSM Daniel Dailey uncase the 4th Infantry Division colors to mark the division's arrival at Fort Carson, Colo., July 22, 2009. (Photo courtesy of 4th Infantry Division)

Air Meet in Amman, Jordan, promoting airpower and multinational integration to Jordanian, United Arab Emirate and Pakistani air forces.

This fall, the division headquarters returned to Iraq and will serve as the headquarters for United States Division- North. They will oversee operations as the mission shifts from the combat operations of OIF to stability operations and oversee the responsible drawdown of U.S. troops as we transition this mission, Operation New Dawn, to the auspices of the U.S. Department of State and the government of Iraq.

To facilitate this new mission, the division Fires cell has reorganized from a traditional Fires and effects cell to a Fires and stability operations cell, serving as the primary synchronizer and integrator of strategic communications, continued development of civil capacity, and transition to other U.S government agencies as well as the traditional duties of lethal and nonlethal Fires and electronic warfare. The division will focus on continuing support to provincial reconstruction teams as they transition to embassy branch offices and consulates as well as advising and assisting Iraqi security forces.

During the past year, and well into the future, the Iron Gunners of the 4th ID displayed both their adaptability and resourcefulness as they support the division in the delivery of lethal Fires, security force assistance and stability operations throughout the world. 'Ironhorse Thunder! Steadfast and Loyal!'

4th Battalion, 42nd Field Artillery, *Straight Arrows*

The 4th Battalion, 42nd Field Artillery, *Straight Arrows*, was a battle-space owner of the Al Mansour District in Baghdad, Iraq as part of Operation Iraqi Freedom 07-09. During this deployment the battalion supported two joint-security stations and conducted more than 3,500 total patrols in the district. The *Straight Arrows* redeployed in March of 2009, changed battalion commanders in June 2009 and immediately moved to Fort Carson, Colo.

July and August were spent standing up the battalion, establishing systems, conducting reset operations and building combat power. The fall of 2009 gave the battalion opportunities to conduct multiple squad and platoon-level training events. The *Straight Arrows* finalized the fielding of their howitzers from PMHBCT during the week of Thanksgiving and then immediately conducted Table VIII certification. The training provided Soldiers an excellent



environment with temperatures as low as minus 30 degrees and several inches of snow. In January 2010, 4-42 FA deployed in similar weather conditions to provide lethal indirect Fires in support of Alpha Company, 3rd Battalion, 75th Ranger training on Fort Carson ranges. The battalion's deployment mission was finalized and the *Straight Arrows* transitioned the entire formation to a motorized infantry battalion.

The battalion deployed for Raider Blitz, a brigade field training exercise, as a motorized infantry battalion. The 1st Brigade Combat Team, 4th Infantry Division, *Raider* Brigade, deployed to the Joint Readiness Training Center for counterinsurgency training, in April, with the *Straight Arrows* conducting maneuver operations as a battle-space operator. The battalion also completed deployment preparations, conducted final training for theater requirements and executed torch and advance party operations.

The battalion initiated relief in place/transfer authority with 4th Squadron, 73rd Cavalry Regiment as part of 4th Brigade, 82nd Airborne in late July and have assumed responsibility for security for the city of Farah, Farah province, Afghanistan. The unit is currently conducting security force assistance operations with the Afghanistan national army, the Afghanistan provincial police forces and supporting the national defense security. The battalion remains focused on security operations in support of the Farah province and the city of Farah as well as increasing Afghanistan national security forces capabilities and capacities across the entire province.

3rd Battalion, 16th Field Artillery, *Thunder Tide*

Upon redeployment from Operation Iraqi Freedom in August 2009, 3rd Battalion, 16th Field Artillery, 2nd Brigade Combat Team, 4th Infantry Division completed reset and returned to the basics at delivering lethal Fires. The *Thunder Tide* Battalion spent March training and testing the battalion's leaders, Paladin crews, and fire direction centers in preparation for qualification. During April and May, the battalion qualified through Artillery Table XII and honed their collective tasks at the battery level in preparation for Artillery Table XVIII.

Concurrently, the brigade's fire supporters from 2nd Battalion, 8th Infantry, 1st Battalion, 67th Armor, 1st Squadron, 10th Cavalry Regiment and combat observation lasing team platoon were progressing through their M7 Bradley fire support and M707 Knight vehicle qualifications. The culminating fire support event was a company-level combined-arms live-fire exercise integrating lethal Fires from the *Thunder Tide* Battalion, organic mortars, close combat attack and close air support.

In June, the *Thunder Tide* Battalion was put to the test, with the assistance of 2nd Battalion, 5th Field Artillery, 214th Fires Brigade, as they successfully executed an external evaluation. This exercise tested the battalion's accurate and timely delivery of Fires, movement, ammunition resupply, and command and control system.

Thunder Tide Soldiers then began their preparation for deployment by transitioning to a motorized battalion and preparing for their scheduled mission rehearsal exercise at the JRTC in February 2011.



2LT Brian Garcia (left) and 2LT Corey Takes, both of 3rd Battalion, 16th Field Artillery, discuss their platoons' actions during the Artillery Table 18 rock drill at Fort Carson, Colo., in June. (Photo by 2LT Ian Faison, U.S. Army)

3rd Battalion, 29th Field Artillery, *Pacesetters*

The 3rd Battalion, 29th Field Artillery, *Pacesetters*, conducted full-spectrum operations during a 15-month deployment in support of Operation Iraqi Freedom from December 2007 to February 2009. A part of the 3rd Brigade Combat Team, OIF 07-09 was the third deployment for the *Pacesetters* since the start of the Global War on Terror. The battalion conducted entry control point operations for the International Zone as well as security-escort operations in and around the Baghdad area of operations. In February 2009, the *Pacesetters* redeployed to Fort Carson, Colo.

After reintegration and refit operations were complete, the battalion and three batteries held changes of command in May 2009. With new leadership in place, the battalion conducted individual and collective tasks to prepare for oncoming missions. At the end of September 2009, the *Pacesetters* deployed for Operation Iron Strike, where they conducted traditional artillery missions, dismounted combat patrols, military operations on urban terrain and counterinsurgency operations.

At the end of October 2009, the *Pacesetters* got their final practice session during their rotation at National Training Center, Fort Irwin, Calif. During the rotation the battalion was the first artillery unit to be the main effort for a brigade combat team-level operation at NTC.

The *Pacesetters* started the new year with deployment preparation and refinement of their individual-level tasks. After all equipment was shipped out, the battalion reinforced classroom language and cultural training from local Iraqis, now living in the United States. The 3-29th deployed in support of OIF 10-11 in March and was given one of the largest battle spaces in the brigade combat team area of operations.

2nd Battalion, 77th Field Artillery, Steel Warrior

Following two, back-to-back deployments to Iraq with a nontraditional artillery mission, the Soldiers of 2nd Battalion, 77th Field Artillery, 4th Infantry Brigade Combat Team, 4th Infantry Division had to quickly prepare for deployment to northeastern Afghanistan; arguably one of the most volatile and potentially lethal environments of operation for U.S. Forces. During this deployment, the Soldiers of the *Steel Warrior* Battalion would be asked to serve in both a traditional artillery role as well as serving in the ‘all too familiar’ nontraditional role as ‘infantry.’ The brigade made ‘re-reding’ the gunners of the *Steel Warrior* Battalion a priority and focused on the basics such as manual gunnery and howitzer crew drill. After laying a solid baseline, the train up culminated with a combined-arms live-fire exercise during which the *Steel Warriors* shot missions in support of a base defense to include danger close missions. In preparation for deployment, the commanding general of Fort Carson authorized the *Steel Warriors* to grow their 13Bs, cannon crewmembers and their 13Ds, Field Artillery Tactical Data Systems specialists, numbers to 110 percent and 125 percent respectively in order to allow the battalion to man all six of their two-gun fire bases with howitzer crews and fire direction centers capable of conducting continuous operations for a year. Following



Soldiers of 3rd Platoon, Alpha Battery, 2nd Battalion, 77th Field Artillery fire a high-angle mission with their M198 155mm howitzer in support of troops in contact. The Soldiers were based at Forward Operating Base Connelly, Nangarhar province, Afghanistan, in March. (Photo courtesy of 4th Infantry Division)

a Joint Readiness Training Center rotation that further sharpened the gunnery skills of the battalion, they deployed with their brigade to Afghanistan in June 2009 as a battalion ready to provide Fires in support of Task Force Mountain Warrior. The gunners of the *Steel Warrior* Battalion were trained and ready to man both their organic M119s and M198s during the deployment.

The mountainous terrain of Nangarhar, Nuristan, Konar and Laghman confirmed all the tactics, techniques and procedures that 3rd Brigade, 1st Infantry Division passed on to the battalion leadership during their pre-deployment site survey. Upon arrival in N2KL, TF Steel Warrior became a composite field artillery battalion having M119s, M198s and M777s to command and control. High-angle fire missions became the standard, with artillery fire missions averaging 800 rounds a month in support of combat operations and troops in contact. Over the course of the year, the *Steel Warrior* Battalion refined its tactics, techniques and procedures to further promote the lethality of its missions while minimizing the potential for civilian causalities on the battlefield. In addition to recounting our last year’s events the *Steel Warriors* want to pass on some of our lessons learned from a year of fighting in Afghanistan.

TF Steel Warrior was successful in using the Excalibur round in combat. The precision of the round made it ideal for use against anti Afghan forces in fortified positions on mountain sides. In August of 2009, an infantry platoon came under attack from three fighting positions. The platoon forward observer immediately transmitted a call for fire to his battalion’s 120mm mortars. The 120mm HE fire was able to suppress the AAF, but could not dislodge them from their fighting positions. The infantry company commander, with the advice of his company fire support officer, requested Excalibur munitions. An M777 section fired two rounds of Excalibur. As a result, the AAF along with the fighting position were destroyed, allowing the platoon to continue its mission. Given the mountainous terrain of eastern Afghanistan, we did not have routine need to use the Excalibur munitions; however, TF Steel Warrior fired a total of 12 Excalibur rounds from August 2009 to June 2010. The accuracy and non-ballistic trajectory allowed these munitions to get behind the rock formations and abandoned buildings to destroy targets that were unaffected by conventional field artillery and mortar munitions.

With multiple small combat outposts and forward operating bases throughout the TF Mountain Warrior area of operation, we ensured that there were multiple indirect systems at each location capable of mutual support. Base defense was taken very seriously, and the threat of being overrun was constant. Even with these precautions, COP Keating was attacked by more than 300 insurgent fighters. Early in the fire fight, the mortar teams at both COP Keating and Outpost Fritsche were suppressed and unable to provide fire support. This forced all indirect Fires to come from the M777 platoon at FOB Bostick. Combining the Fires from the

M777 platoon along with close combat attack and close air support, TF Steel Warrior was able to provide fire support coverage for more than 24 hours. The *Steel Warriors*' standard operating procedures for ammunition resupply was tested and validated. The battalion was able to quickly resupply the M777 platoon with ammunition from other firing platoons within the TF Mountain Warrior area of operation. After the attacks on COP Keating and OP Fritsche, TF Steel Warrior built a rapid response artillery package with a floating M119A2 howitzer and crew from FOB Kalagush. The gun was pre-rigged for air movement with a basic load of ammunition. The gun and fire direction center crew maintained pre-packaged equipment, similar to a division ready company concept. This gave the 4th IBCT commander the ability to provide Fires in support of any operation.

The final lesson learned came from a troops-in-contact situation that was once again in mountainous terrain. The observer requested smoke to help mark a target, but the white phosphorous round fell short and landed in a farm killing cows and goats. This created a serious information operations problem in an area in which trust in coalition forces was already threadbare. TF Mountain Warrior had previously identified this problem and sent an operational need statement request to the Fires Center of Excellence outlining the need for 155mm HC smoke for commanders to use without the negative consequences of white phosphorous. TF Mountain Warrior was able to perform an assortment of smoke missions in populated areas, limiting the use of white phosphorous smoke to material destruction missions and as a marking round for close air support in unpopulated districts.

The Soldiers, NCOs and officers of the *Steel Warrior* Battalion served with distinction in the mountains of Afghanistan. Their ability to adapt to and overcome any obstacle or task was beyond compare. The Soldiers of 2-77 FA returned to Fort Carson, Colo., in June ready to reset and train.

10th Mountain Division, Fort Drum, New York, Mountaineer

3rd Battalion, 6th Field Artillery, Centaurs

3rd Battalion, 6th Field Artillery, a 105mm towed howitzer battalion, Fort Drum, N.Y., relied on many of the lessons learned from previous deployments and experience. The unit deployed from October 2008 and March 2010.--



Soldiers of Bravo Battery, 3rd Battalion, 6th Field Artillery conduct live-fire exercises to certify gun crews on the M119A2 105mm towed howitzer at Fort Drum, N.Y., November 2009. (Photo by CPT Matt Gregor, U.S. Army)

In March 2009, the battalion began field exercises to 're-red' themselves in field artillery basics and reset from the previous deployment's mission of infantry tactics and patrolling. Howitzer sections completed firing safety certification and by early summer the unit was able to field a battalion of 16 guns for live-fire exercises.

Mid-2009 was a time of bridging the field artillery and infantry operational capabilities. In May, Operation Centaur Zenith kicked off to provide training and experience in a mix of standard-mounted patrols, non-lethal interaction with the populace and continued howitzer firing training. The two firing batteries, Alpha and Bravo, showed their capabilities to quickly adapt to scenarios of reacting to improvised explosive devices and emergency fire missions in the same patrol event. Solider with 3-6 FA deployed to the Joint Readiness Training Center in August 2009 fully prepared for future missions and completed their pre-deployment certification by focusing on infantry and patrol tactics. The unit rounded out the year's return to field artillery training by providing Fires during a brigade fire support coordination exercise, firing 350 artillery rounds at targets supporting infantry maneuver tactics.

A series of rapid changes at the end of 2009 caused the battalion to adjust quickly to new missions. The deployment to Iraq was cancelled as national priorities shifted. New requirements, in conjunction with another major change in personnel and the need for recertifying howitzer sections for a new mission, provided readiness in preparation for an early-spring deployment to Afghanistan. The primary mission became partnering with the Afghan national police in Faryab province, northwest Afghanistan. The Centaurs quickly adapted once again to a patrolling/infantry mindset and have excelled in this mentoring capacity, conducting continuous combined operations with Afghan security forces and fellow international security assistance forces units from Norway, Latvia and Sweden.

Thorough preparation and training has made 3rd Battalion, 6th Field Artillery ready for any mission. Its assets are the professional Soldiers that quickly adapt to situations and provide expert effects. Never bound solely to its original field artillery duties, the Centaurs stand ready to deploy and engage wherever they put boots on ground.

5th Battalion, 25th Field Artillery, Fort Polk, Louisiana, Thunder

The 5th Battalion, 25th Field Artillery, Fort Polk, La., spent last year preparing for a dual maneuver and Fires mission in Afghanistan. After completing reset, the battalion trained on Artillery Tables I-XII, firing 11,000 rounds as we regained our artillery skills. The battalion executed off-site training at Camp Guernsey, Wyo. and U.S. Army Dugway Proving Grounds, Utah, in conjunction with 4th Brigade Combat Team, 10th Mountain Division, infantry battalions and cavalry squadrons. While conducting this off-post training, fire supporters concentrated on all aspects of fire support to include; combined live-fire exercise, close-combat aviation, close-air support, and mortars. The *Thunder* Battalion used this opportunity to train how to operate in mountainous terrain and in a cold-weather environment, in order to

replicate conditions of the unit's future deployment. This training prepared the batteries for the safety requirements for intervening crests and the effects the weather would have on the Soldiers and equipment.

Already proficient at Fires tasks, the battalion trained as a maneuver task force for JRTC rotation 10-09. During the training the battalion was responsible for holding three combat outposts and conducting key leader engagement with local leaders to change the attitudes and mindsets of the local populace toward the Afghan government. The batteries were successfully able to change the population's mindset within their respective areas of operation to support the government, Afghan national army and coalition forces. The battalion was the first to successfully turn an enemy centric population center into a positive area for coalition forces.

After receiving an M777 mobile training team, the battalion spent the remainder of 2009 preparing for its dual mission set of maneuver and Fires. The battalion is scheduled to deploy to Logar and Wardak provinces in Afghanistan in the early fall. The task organization is consisting of one artillery battery acting as maneuver and one artillery battery in the traditional role by supplying Fires. It also consisted of Headquarters and Headquarters Battery acting as a maneuver, command and control element for another task force, and with one infantry company to round out our task force. 'Steel on Target'

25th Infantry Division, Schofield Barracks, Hawaii, *Tropic Lightning*

3rd Battalion, 7th Field Artillery, 3rd Brigade Combat Team, *Never Broken*

The 3rd Battalion, 7th Field Artillery, is located on Schofield Barracks, Hawaii and is part of the 3rd Brigade Combat Team, *Broncos*, and the *Tropic Lightning* Division. Although a 105mm artillery battalion, the battalion's past two deployments have been as a maneuver task force. In 2006, 3-7 FA deployed to the province of Kirkuk in support of Operation Iraqi Freedom. Not only did they conduct a traditional counter-fire mission, but 3-7 FA also set itself apart as a maneuver task force conducting infantry-type mission sets. In 2008, the battalion deployed to the Salah Ad Din province in Iraq, partnering with Iraqi security forces and the Iraqi government to strengthen security and build civil capacity and improving the quality of life for the people of Tikrit.

After the battalion returned in October 2009, it underwent its first deliberate reset following three consecutive one-year deployment cycles. In light of its pending deployment in support of Operation Enduring Freedom, the battalion refocused training efforts on its more traditional mission essential task of delivering field artillery Fires. The battalion underwent a deliberate 75-day certification program that included Big 3 and gunner training and certification concurrent with artillery skill proficiency training and testing. The battalion's fire direction centers conducted consolidated training augmented by the inclusion of gunnery mobile training team from Fort Sill, Okla. This week-long training allowed all of the battalion's FDC sections to receive higher-level training on manual gunnery. Additionally, the mobile training team incorporated lessons learned from units recently returned from OEF, allowing the battery to begin applying those lessons almost a year prior to their deployment.

All field artillery officers were required to pass the cannon and safety tests. Due to leader turnover, FDC section certifications were



Bravo Battery, 3rd Battalion, 7th Field Artillery, 3rd Brigade Combat Team Soldiers conduct M240B familiarization training at Pohakuloa Training Area, Hawaii, in August. (Photo courtesy of 3-7 FA)

not conducted until the battalion conducted a training deployment, Operation Steel Fortitude, on the island of Hawaii.

Operation Steel Fortitude was the first time the battalion was able to conduct artillery live fire since April 2008. This was one of the few opportunities, for the battalion, to train as a collective unit. The battalion also conducted small-arms and crew-served weapons range densities on all assigned systems in both day and night conditions. The battalion decentralized training to the battery level. Each of the batteries, HHC *Hardcore*, Alpha Battery *Wardogs*, Bravo Battery *Bulls*, and Forward Support Battery *Gladiators*, conducted training independently while integrating key battalion enablers. The battalion strived to meet the five requirements for accurate predicted Fires utilizing the battalion's Q-36 radar in both friendly and hostile fire modes. Every firing section conducted Artillery Table VIII live-fire qualification and Bravo battery conducted a modified artillery table XII mission list.

Every Soldier in the battalion was required to zero and qualify on the known distance range prior to conducting standard qualification on their assigned weapon. Getting the Soldiers accustomed to firing at ranges exceeding 300 meters was the first step in preparing for engagements in Afghanistan. Additionally, every Soldier was required to familiarize on a collection of crew-served weapons including the M249, M240B, M2 .50 cal, and the MK 19. This instilled the confidence that regardless of military occupational specialty, every *Steel* Soldier can emplace fire accurately, and maintain each of these weapons.

Aside from individual training, all of the battalion's movements were conducted tactically. Every battery conducted tactical foot movements between ranges, bivouacking over night before moving to the next range. Each element in the battery accumulated over 30

kilometers traveled during the course of a five-to-seven-day period. Each battery also conducted a community service or community relations event with the local community in Hawaii to facilitate cultural interaction, demonstrate good will and replicate conditions we expect to see during deployment.

During September, the battalion was organized into its task organization for combat, sponsored a much needed 13B, cannon crewmember, Advanced Leadership Course mobile training team, conducted recovery operations, and updated standard operating procedures at all levels. The battalion returned to the Pohakuloa Training Area in October to refine and deliver Fires TTPs. Every maneuver company/troop commander and platoon leader in the brigade will participate in this training, stressing company level fire support planning and coordination and leader call for fire training. All enablers will be applied in supporting the battalion's 105mm Fires along with the maneuver battalion and squadron's organic mortars.

The *Wardogs* of Alpha Battery will reorganize and train as maneuver, the *Bravo Bulls*, will continue to train as the battalion's primary firing element. The *Hardcore Soldiers* of Headquarters Battery will support the brigade's fire support coordination exercise and train the battalion's personal security detachment and the *Gladiators* of the support battery will provide all classes of supply and support to the entire battalion and deployed elements of the brigade participating in the fire support coordination exercise.

Following this second deployment to Pohakuloa Training Area, the battalion will look to re-certify its leadership prior to participation in the BCT's National Training Center rotation in January 2011. Regardless of the mission assigned, the battalion stands ready to support its motto.

'Never Broken by Hardship or Battle.'



LTC Jon Moore, commander of 1st Battalion, 37th Field Artillery, and the assistant governor for technical affairs and chairman for the Provincial Project Review Committee meet in Diyala province, Iraq, in March for a combined weekly meeting that coordinated government of Iraq officials, provincial reconstruction team personnel and U.S. military efforts to improve governance and civil capacity. (Photo courtesy of 1-37 FA)

82nd Airborne Division, Fort Bragg, North Carolina, *All American*

The division headquarters deployed in May 2009 to Afghanistan and assumed command of the Regional Command East in June. With the responsibility for operations in Afghanistan's eastern provinces, Combined Joint Task Force-82 was charged with a multitude of tasks that included not only major combat operations of hunting terrorist cells but also facilitating the country's second national election, the initial surge of increased forces and the continued task of coaching, teaching, partnering and mentoring the Afghan national security organizations. In June of 2010, control of RC-E was handed over to the 101st Airborne Division and the paratroopers of the 82nd returned to Fort Bragg, N.C.

The 82nd Joint Fires Cell deployed to Operation Enduring Freedom 09-10 and conducted joint operations that covered the entire spectrum of both traditional and non-traditional field artillery and Fires support tasks. The JFC provided mission analysis planning, execution oversight, coordination, and critical liaison duties that reached from the strategic and operational levels to the tactical level. The 82nd JFC was given responsibility of refining targeting conducted by the intelligence cell, and coordinating the daily management of the close air support allocation and apportionment for the CJTF area of operation. The JFC also provided field grade and company grade officers to coalition partners. These officers performed duties ranging from fire support officers to targeting officers.

Targeting. With the joint military intelligence shop and field artillery intelligence officer focused on developing actionable intelligence to target threats in real-time situations, the JFC targeting team looked at an extended timeline for threats and the overall working of threat networks. With this type of deliberate investigation into threat networks the JFC team began to identify catalysts to the threat network's operations and sustainment that had not traditionally been targeted on a large scale. With a constant flow of intelligence about individual actions and movements, the JFC attempted to understand what facilitated any number of events, such as terrorist, criminal, narcotics activities; failed public services and governmental corruption. They also focused on how these events ultimately impacted not only Combined Joint Task Force efforts and operations, international development and aid efforts, but the people of Afghanistan and the government itself. What unfolded was a web of interconnected relationships and associations of which only a small percentage was affected by lethal targeting and actions.

In November of 2009, the JFC targeting team was tasked with standing up and running a group to focus on developing these identified



An 82nd Airborne Division paratrooper descends over Sicily Drop Zone, Fort Bragg, N.C., in July. (Photo courtesy of 82nd Airborne Division)

opportunities into targetable events for the CJTF commander, and the RC-E Fusion Center was born. The fusion center contained personnel from multiple staff functions from within the CJTF, but also included inter-agency partners, special operations personnel and host nation intelligence personnel. As the team developed into a cohesive group, it was given the specific responsibilities of threat network targeting, the development of measures of effect and measures of performance; and negative influence targeting, which focused on the non-lethal enablers that supported and reinforced threats facing coalition force efforts and Afghan stability. The overall success of the RC-E Fusion Center was the creative and asymmetrical way in which they not only viewed the problem set, but the recommended offensive and defensive actions and responses to for the CJTF commander to consider. The lasting effect of this effort is the creativity injected back into the targeting elements of the staff and the infusion of all staff functions and how everyday activities can have significant impacts on the area of operation.

Fires coordination. Coordination included current operations battle tracking and resource management. The current operations staff provided coordination and asset de-confliction between the brigades to the higher headquarters agencies to include multi-service and coalition partners. The JFC joint Fires planners also coordinated the division's close air support planning efforts for all future operations to ensure that adequate support would be provided for the maneuver brigade's operations.

The JFC provided planning and coordination across the battle space for both direct support and general support indirect firing systems ranging from 120mm mortars to artillery systems including the 105mm, 155mm, rockets and coalition systems operating within the division's area of operation. The JFC efforts ensured that the division commander had the flexibility to provide indirect Fires covering maneuver areas, targeted areas of interest, and reinforcing priority of effort operations as required. This coordination included pre-assault Fires planning, air-assault movement coordination, and logistic coordination.

The JFC provided oversight and coordination for the division's target acquisition assets. This included the operational and tactical planning for daily operations. The JFC managed the reset program which was vital to the target acquisition operations throughout

the division's battle space. The target acquisition planning and coordination, at the JFC level, ensured that sensor management and critical logistic support received the priority required to maintain an operational readiness rate above 90 percent throughout the deployment. The JFC provided maintenance oversight and tactical planning with the Target Acquisition Battery and the field service representatives. The TAB and FSRs managed multiple types of target acquisition systems and managed several repair centers. The JFC coordinated and scheduled critical new equipment training and software upgrades for proper employment of the target acquisition systems.

Upon returning to Fort Bragg, N.C., the 82nd Joint Fires Cell is working to update our current modified table of organization and equipment as well as becoming a primary staff section independent of the operations section. Near term efforts include major-combat operation and joint forcible-entry exercises which focus on the core competency of the division, to secure a lodgment setting the conditions for follow on forces in full-spectrum operations.

1st Battalion, 319th Field Artillery (Airborne) Loyalty

After a successful deployment to the Karadah political district in support of Operation Iraqi Freedom 08-09, during which the unit partnered with Iraqi security forces and oversaw the transition to the new security agreement, the 1st Battalion, 319th Field Artillery (Airborne) aggressively returned to its core competency mission – conducting forcible entry parachute assaults and providing close supporting Fires to 3rd Brigade Combat Team, 82nd Airborne Division. In order to ensure all maneuver platoon and company-level training live-fire exercises would be supported by trained and ready artillery firing units, the 1-319th had to immediately focus on low-level collective training even before reset was complete. The unit met all reset objectives for personnel and equipment ahead of schedule and immediately massed efforts on leader training, especially at the junior officer level, in order to regain technical expertise and prepare leaders for Big 3 and fire direction center certifications. The battalion also provided oversight for consolidated fire-support training and fire-support team certification as well as sponsoring and hosting joint Fires observer mobile training teams and courses. The battalion conducted multiple artillery live-fire exercises and exercised the team Fires concept during seven brigade combat team level airborne operations, with BCT mortars and M777 sections from the 18th Fires Brigade. During 3rd BCT's training cycle, the *Loyalty* Battalion provided close supporting Fires for both platoon and company combined arms maneuver live-fire exercises.

Both prior to and following the brigade combat teams training, 18th Fires Brigade provided evaluation teams for two firing battery exercise evaluations and target acquisition platoon evaluations, which focused on the 82nd Airborne Division Redbook standards. The external evaluations provided the final preparation for the October rotation, at the Joint Readiness Training Center, Fort Polk, La., which was the first full-spectrum operation rotation in more than seven years. The battalion is ready to assume the global response force. '*Loyalty! H-Minus!*'

17th Fires Brigade, Joint Base Lewis-McChord, Washington, Thunderbolt

In 2009, the *Thunderbolt* Brigade began deploying units in support of Operation Iraqi Freedom and Operation Enduring Freedom. The Target Acquisition Battery began the deployments with Foxtrot Battery, 26th Field Artillery deploying to Iraq in February 2009. The brigade subsequently deployed two Fires



A rocket leaves the High Mobility Artillery Rocket System as part of the certification of Bravo Battery, 17th Fires Brigade at Yakima Training Center, Wash., April 28. The battery's training involved firing rockets at command, firing at will and firing to hit a moving target. (Photo by SPC Adam L. Mathis, U.S. Army)

and effects coordination cells in April and June of 2009 to OIF in support of Multinational Division-North and Baghdad. They were then followed in July by the brigade headquarters, 1st Battalion, 377th Field Artillery (Air Assault) (155mm TOWED), 308th Brigade Support Battalion, and 256th Signal Company deploying to OIF as a ground owning brigade, Task Force Thunderbolt, in Multinational Division-South. In October 2009, the 5th Battalion, 3rd Field Artillery (HIMARS) deployed to Afghanistan, conducting route clearance operations, typically an engineer mission. The 1st Battalion, 94th Field Artillery (HIMARS) remained at Joint Base Lewis-McChord, Wash., performing the duties of rear detachment. Over the course of the brigade's deployment, *Thunderbolt* Soldiers performed a wide range of standard and non-standard missions that included partnering with the 14th Iraqi army division in Basra, Iraq, performing route clearance duties in Afghanistan, and supporting Warrior Forge 2010 and ROTC: Leader Development Assessment Course.

Task Force Thunderbolt as a ground-owning brigade in the Basra province consisted of more than 2,000 Soldiers, sailors, airmen, Marines, and other governmental agency personnel. In conducting full-spectrum operations, the brigade headquarters coordinated the activities of the mobile training teams from the U.S. Marines, Army, and Navy while they partnered with their Iraqi security forces counterparts.

They were also responsible for tracking and responding to indirect fire attacks, coordinating close air support, planning passenger flights out of the province, and providing direct partnership to the Basra Operation Center. While working with the BaOC, the brigade military intelligence shop mentored their Iraqi counterparts on targeting methodologies resulting in the disruption and capture of several prominent insurgent cells operating in the province.

The brigade's partnership with the BaOC paid dividends during the Iraqi national elections held in March. They were able to assist

the Iraqi security forces in coordinating for the security of the populace and the international observers tasked with observing the election. Their efforts resulted in an election free of disruption from insurgent activity. The brigade was relieved and returned to JBLM in July where they are currently resetting in preparation for future deployments.

5th Battalion, 3rd Field Artillery (HIMARS), *First Round*

In October 2009, the 5th Battalion, 3rd Field Artillery, *First Round*, deployed Batteries Alpha, Charlie and a headquarters element to Afghanistan. The battalion was spread throughout the theater during their deployment with platoons from Alpha Battery supporting the 372nd Engineer Brigade under Regional Command East, Charlie Battery supporting the 4th Engineer Battalion in Regional Command South and the headquarters element located in Forward Operating Base's Spin Boldak and Sharana.

Alpha Battery supported multiple operations with platoons providing security for route clearance operations throughout Regional Command East. The distance between the platoons proved a challenge for battery leadership as they conducted a change of command midway through the tour. Elements from the battery were also tasked with providing trail defense for suspected insurgents.

Charlie Battery initially deployed to Kandahar and was attached to Task Force Thor. They were subsequently re-located to FOB Spin Boldak where they were responsible for providing security for route clearance patrols throughout Regional Command South. A small team from the battery was

attached to United States Forces South Southwest to run the J3 Force Protection Cell as well as standing up the first Mine Action Center in the theater.

The headquarters element from the battalion deployed to FOB Sharana where they ran the mayor's cell as well as assuming control of the base defense operations center. Throughout the deployment they were responsible for maintaining the continuity of the battalion which was spread over a large geographic area.

The battalion is scheduled to redeploy in October 2010 to JBLM where they will reconstitute the battalion and begin training *First Round* Soldiers on their core field artillery skill sets and prepare for future deployments in support of OEF.

1st Battalion, 94th Field Artillery (HIMARS), *Deep Steel*

Since January 2009, the 1st Battalion, 94th Field Artillery, *Deep Steel*, has kept up with the long standing traditions it has created since its inception. In February 2009, 1-94 FA started new equipment training and fielding of the new M142 High Mobility Artillery Rocket System equipment. Upon completion of the fielding, all three batteries successfully conducted a certification live-fire exercise at the Yakima Training Center, Wash. Since then, the *Deep Steel* Battalion has completed and certified their crews safely in November 2009 and again in April 2010. As they head into the new fiscal year, the battalion is looking forward to executing their next LFX certification in early November.

Upon completion of the new equipment training course, the battalion was tasked with two major operations: one in support of Operation Iraqi Freedom and the second supporting ROTC's annual Warrior Forge. In support of OIF, the battalion provided a 30 Soldier fire and effect coordination cell detail supporting the

1st Cavalry Division in Baghdad, Iraq. The group trained for the mission and deployed mid July 2009 and redeployed in June 2010.

The battalion was also tasked to support Warrior Forge 2009 and 2010, the single largest training event in the Army. The battalion was in charge of all the support efforts from building lanes and weapons ranges to providing transportation support for all the cadets and cadre as the ROTC Support Mission Command supporting more than 11,800 future Army lieutenants.

1st Battalion, 377th Field Artillery (Air Assault), *Gunslinger*

The 1st Battalion, 377th Field Artillery (Air Assault), *Gunslinger*, deployed to Contingency Operating Base Basra, Iraq in July 2009. During the course of their yearlong deployment, the battalion performed multiple tasks that improved the overall security and the quality of life throughout the Basra province.

During the unit's tour, the battalion conducted more than 3,000 combat patrols with no combat casualties. These included counter-indirect fire patrols, provincial reconstruction team, and transition team escort missions. The battalion's C-IDF patrols were effective in disrupting insurgent mortar and rocket cells from attacking COB Basra and other key locations throughout the province. Additionally, the battalion significantly improved the readiness of the 14th Iraqi Army Division and the Basra border police by supporting multiple U.S. military transition teams and border transition teams. The battalion also helped improve the quality of life of the citizens of Basra by supporting multiple PRT projects throughout the province.

The battalion played a major role during the Iraqi national elections in March 2010. The unit assisted with ensuring the legitimacy of the elections by providing escort security teams to International and United Nations Assistance Mission for Iraq election observers.

Upon completion of their mission the Soldiers of the *Gunslinger* Battalion returned to Joint Base Lewis-McChord where they are preparing to transition from an M198 battalion to a M777 battalion as well as continuing to train for future missions in support of OEF.

308th Brigade Support Battalion, *Red Lions*

In the lead up to the brigade's deployment, the 308th Brigade Support Battalion, *Red Lions*, ensured logistics flowed in preparation for the intense training for every pre-deployment exercise. The battalion designed and executed the first-ever forward logistics element for the Yakima Training Center, Wash., in a total of seven rotations supporting three field artillery battalions. The battalion never missed a beat by simultaneously supporting the brigade, continuing force generation, and preparing, training, and certifying all 284 Soldiers in 130 essential deployment tasks. The battalion special projects officer also developed, coordinated, and synchronized continued logistics support for the field artillery battalion remaining at Joint Base Lewis-McChord. This included supply support activity, combat service support automation management office, ammunition, service and recovery, and direct



CPT Garry Hansel, Alpha Battery, 1st Battalion (Air Assault), 377th Field Artillery, 17th Fires Brigade outgoing commander, passes the guidon to LTC James MacGregor, 1-377th FA commander, during a change of command ceremony held on Contingency Operating Base Basrah, Iraq, May 22. (Photo by Spc. Maurice Galloway, U.S. Army)

support maintenance.

The battalion deployed at only 73 percent strength, 216 Soldiers replacing the 204th BSB, 2nd Battalion, 4th Brigade Combat Team with 415 Soldiers, not including the medical company. The entire leadership took on the herculean task to provide the same capabilities and support as a unit nearly twice its size. The concept of support was completely revised to consolidate convoys, incorporate minimum manning, build convoy security detachments providing convoy force protection, and ensuring logistics would never hinder combat operations.

The 34th Infantry Division commander recognized the 308th BSB as the best support battalion setting the highest standards for logistics support, retrograde, and drawdown while at the same time, being the smallest support battalion in all of U.S. Division – South. Concurrently, the division inspector general recognized the 308th BSB administrative shop as the best of eight battalions, being the only one with zero deficiencies and the 308th BSB as having the best safety program in the division. Both Headquarters and Headquarters and Bravo Company were awarded the Commander's General Safety Award in 2010 due to their unblemished safety record setting the standard for safety excellence.

Foxtrot Battery, 26th Field Artillery

Foxtrot Battery, 26th Field Artillery, began the brigade's deployments on Feb. 17, 2009, when they deployed to multiple locations within Iraq. The battery provided Sentinel radar coverage for five outlying



SPC Kayla Shortt, Bravo Company, 308th Brigade Support Battalion, works on a Humvee radio at Contingency Operating Base Basrah, May 20. (Photo by SPC Maurice Galloway, U.S. Army)

forward operating bases in Multi-National Division Baghdad, South and North. Soldiers with F-26 FA were responsible for screening over 30,000 cubic nautical miles of airspace, ensuring safe air operations throughout much of the theater of operation.

Assigned to MND-N, F-26 Soldiers worked in the division air and missile defense cell providing information on downed aircraft, screening airspace, and working with the Joint Tactical Terminal, Air Defense Systems Integrator, Tactical Air Integration System, and upgraded versions of the Air and Missile Defense Work Station and Forward Area Air Defense Systems.

Upon completion of their mission, the Soldiers of F-26 redeployed to JBLM where they are currently fielding Q37 radars and preparing for future deployments in support of OEF.

18th Fires Brigade, Fort Bragg, North Carolina, Steel

The 18th Fires Brigade remains decisively engaged deployed in Afghanistan with cannon, rocket and Firefinder Radar Systems. Light howitzer M777A2 equipped firing batteries from 1st Battalion, 321st Field Artillery (Airborne) and the 3rd Battalion, 321 Field Artillery continue to provide close-support Fires to U.S. combat forces throughout Regional Command East while High-Mobility Artillery Rocket Systems from the 3rd Battalion, 27th Field Artillery provide precision long-range Fires throughout the country. Many of our firing platoons operate from austere remote outposts far removed from the comforts of larger forward operating bases. Despite the hardships of daily life and the strain of lengthy deployments, the gunners from 18th FiB have persevered and responded with both precision and lethality when called upon. Currently, the Firefinder Radar Systems in Afghanistan are manned by one of the brigade's forward support companies from the 188th Brigade Support Battalion, operating in an 'in lieu of' status and although most are logisticians, they are trained and certified on the Firefinder Systems.

At Fort Bragg, N.C., the *Steel* Brigade remains busy training and preparing our batteries for upcoming deployments to Afghanistan. At the same time, we continue to support the 82nd Airborne Division's global response force with the integration of a composite battery consisting of both M777A2 howitzers and HIMARS launchers. Over the past year, XVIII Airborne Corps' joint forcible entry exercises have provided several opportunities for us to fully integrate M777A2 and HIMARS systems as part of forced entry exercises at Fort Bragg.

In February, the brigade provided support for the XVIII Corps headquarters and 2nd Brigade, 82nd Airborne Division when those units began their rapid deployment to Haiti, as part of the disaster response following the devastating earthquake. Alerted in support of Operation Joint Endeavor, 18th FiB troops worked around the clock, guarding key nodes throughout Fort Bragg and Pope Air Force Base and rigging supplies for airdrops and air movement. In March, the brigade headquarters traveled to the Republic of Korea and represented the XVIII Airborne Corps during the exercise Key Resolve.

1st Battalion, 321st Airborne Field Artillery, Warrior

The 1st Battalion, 321st Airborne Field Artillery, *Warrior*, concluded 2009 with a successful 12-month deployment to Afghanistan, firing more than 18,000 rounds in combat.



Bravo Battery, 3rd Battalion, 27th Field Artillery (HIMARS) conducts a live-fire exercise as a part of a pre-deployment training to qualify launchers crews in preparation for their deployment in support of Operation Enduring Freedom, July 8. (Photo courtesy of 18th Fires Brigade)

The battalion successfully redeployed on Jan. 23, 2010. In March, sections began fire direction center and howitzer section certification training, with emphasis on fire direction centers and top 5 certification. Also, the *Warrior* Battalion continued to hone its skills in conducting airborne operations. Alpha and Charlie Batteries each participated in joint forcible entry exercises, which included night-time drop zone missions in support of brigade combat teams from the 82nd Airborne Division.

In the summer, Alpha and Bravo Batteries sent trainers and six M777A2 howitzers to Fort Campbell, Ky., where they trained deploying Soldiers on fire direction center operations and the ‘ins-and-outs’ of the M777A2 to include firing Excalibur munitions.

Alpha Battery will conduct a Joint Readiness Training Center rotation in October at Fort Polk, La., and Charlie Battery will participate in the exercise Jaded Thunder at Avon Park, Fla. Currently, Delta Battery, attached to 3rd Battalion, 321st Field Artillery is deployed to the Kunar province of Afghanistan, and looks forward to their redeployment at the end of the year. The *Warrior* Battalion also continues to conduct drop zone missions, maintaining airborne proficiency and accurate-timely Fires.

3rd Battalion, 321st Field Artillery, *Thunderbolt*

The 3rd Battalion, 321st Field Artillery, *Thunderbolt*, is currently operating on two fronts: Headquarter and Headquarters, Bravo, and Delta Batteries are currently forward-deployed to eastern Afghanistan. Alpha and Charlie Batteries began an intensive training cycle to certify their Soldiers in July. The training culminating with a mission-readiness exercise in September, as the batteries prepared to relieve the battalion headquarters and their sister batteries in Afghanistan. Over the next few months training consisted of three major training exercises as well as numerous weapons ranges, classes, and other required training. There was also a joint training exercise with the U.S. Marine Corps.

Our deployed units, Bravo and Delta Batteries and 583rd

Forward Support Company, continue to execute combat operations providing outstanding Fires and target acquisition support to our maneuver forces. This summer, in Afghanistan was equally busy; the 101st Airborne Division conducted a transition of authority with the 82nd Airborne Division in June.

3rd Battalion, 27th Field Artillery, *Steel Rain*

The 3rd Battalion, 27th Field Artillery, *Steel Rain*, has continued to maintain its joint deployment mission in Afghanistan, providing precision Fires with devastating effect, since the spring of 2006. The 3-27 FA operates the High Mobility Artillery Rocket System; a wheeled vehicle equipped with a frame-mounted launcher module capable of delivering precision global positioning system guided munitions up to a distance of 270 kilometers, making it an ideal kinetic strike platform for high-value targets. The battalion is one of three HIMARS battalions in the active army and its launchers are capable of being transported with munitions via C-130 aircraft, making it a very practical strike option to shift locations throughout the Operation Enduring Freedom theater.

Alpha and Bravo Batteries are deployed in support of the ongoing joint mission and are conducting a relief in place/transfer of authority in preparation for Bravo Battery’s deployment. Between deployments, firing batteries have participated in several joint exercises, mission readiness exercises, and training in support of the battalion’s ongoing mission. The rapidly transportable capability, combined with the HIMARS ranges, lethality and precision, make 3-27 an integral part of the 82nd Airborne Division’s global reaction force. As part of the GRF, 3-27 stands by to deploy and deliver rocket and missile Fires in support of the 82nd Airborne Division within 96 hours of notification.

188th Brigade Support Battalion, *Steel Eagle*

The 188th Brigade Support Battalion plans, synchronizes and

employs combat service support to the entire 18th Fires Brigade and the 82nd Airborne Division. The 188th BSB provides the 18th FiB with distribution, based on centralized logistics, utilizing distribution, field maintenance, Headquarters and Headquarters Company, and forward support companies. Additionally, the 188th BSB has command and control responsibilities for the tactical network and communications companies within the brigade.

HHC is able to establish and achieve the highest level of administrative and logistical readiness, in order to provide logistical support to the 18th Fires Brigade. Alpha Company, the *Distribution* Company, is capable of producing and distributing purified water, distributing bulk fuel, establishing and managing an ammunition holding area for operations, as well as other support activities for the 18th FiB and the 82nd Airborne Division. Bravo Company, the *Field Maintenance* Company, is capable of establishing field maintenance with ground support, communications, electronics, armament shops and recovery capabilities for the battalion and the brigade.

The battalion's 54th, 135th, and 583rd Forward Support Companies allow the rapid establishment of field maintenance and direct support to the field artillery battalions within the 18th Fires Brigade. These companies also provide direct support to elements that deploy from the field artillery battalions. This ensures that the brigade's mission is continuously being met – whether deployed or in garrison. The functions that the 188th BSB provides to the 18th Fires Brigade are done without fail and with exceptional technical expertise.

Over the past year, the brigade's Target Acquisition Battery, *Wolfpack*, has supported the 82nd Airborne Division units with the Q36 and Q37 Radar Systems, meteorological and survey assets. Delta Battery, 26th Field Artillery (target acquisition) has been involved in more than 15 cannon and HIMARS battery live-fire exercises, six firefinder radar and meteorological certifications, three joint forcible entry exercises for the XVIII Airborne Corps, and one Joint Readiness Training Center rotation. Besides ongoing support to the 18th Fires Brigade and the 82nd Airborne Division, D-26th FA is currently preparing for its second combat mission in Operation Enduring Freedom. The battery's keys to a successful mission in OEF will come from section-level training that is well planned, rehearsed, and simple, yet effective.

Over the past year, the 206th Signal Company, *Punishers*, has supported the 18th FiB by providing operational network support. The company provides secure and unsecure data and voice capabilities, as well as retransmission capabilities to units at all levels within the brigade. The company's notable missions include Secure Enroute Communications Package Improved and Joint Network Node support for the 82nd Airborne Division's joint forcible entry exercises, brigade digital exercises, as well as JNN and command post node support missions for 1-321, 3-321 and 3-27. In January, 206th Signal prepared to deploy to Haiti with the 20th Engineer Brigade to provide network operations capabilities. Additionally, from February until March, the 206th sent personnel to support the 18th Fires Brigade command group during its involvement in the exercise Key Resolve in South Korea. This year, the 206th Signal Company organized and executed its first company field training exercise, as well as its first live-fire range.

Headquarters and Headquarters Battery, 18th Fires Brigade (Airborne)

In October 2009, Headquarters and Headquarters Battery, deployed to the local training area in support of Operation Gun Smoke II, a brigade-level training exercise. In December 2009, the unit completed a command inspection, followed by half-day schedules through. In February, HHB participated in a brigade digital exercise and supported the deployment of the corps headquarters and the

82nd Airborne Division's 2nd Brigade Combat Team during Operation Joint Endeavor, providing humanitarian relief to the disaster-struck nation of Haiti. In March, HHB was the main effort in the exercise Key Resolve, a joint-readiness exercise in South Korea. In August, the 18th Fires Brigade began its portion of the brigade's War on Excess: a three-phase operation to inventory and eliminate excess equipment. The battery continues to distinguish itself by providing global reaction force support and a brigade assault command post in support of XVIII Airborne Corps joint forcible entry exercises.

41st Fires Brigade, 1st Cavalry Division, Fort Hood, Texas, *Railgunner*

The 41st Fires Brigade, 1st Cavalry Division, Fort Hood, Texas, successfully completed an Army Force Generation reset phase in January 2010, following operations in support of Operation Iraqi Freedom 08-09. The brigade's major lines of effort included comprehensive Soldier and family fitness, leader development, materiel readiness, and mastery of warrior fundamentals to facilitate future collective training. In February, 41st FiB transitioned to the ARFORGEN train/ready phase, employing a Fires Gate Training Strategy. After being deployed for 15 months and performing non-standard missions, the *Railgunner* Brigade is once again focused on Fires core competencies in support of full-spectrum operations.

The brigade delivered its first training rockets down range in March, successfully qualifying Multiple Launch Rocket System, fire direction center, radar, and ammunition crews to Fires Table VI standards. After fielding new tactical command posts in April, the brigade then progressed to Fires Table XII platoon qualification in May. During June, the brigade conducted its annual 'Best-by-Test' competition to inspire excellence and recognize the top Multiple Launch Rocket System, fire direction center, supply, communications, maintenance, food service, and personnel sections in the formation. During July, the brigade moved to Fires Table XIII/XIV battery-level training and MLRS gunnery live-fire exercise. Concurrently, brigade and battalion command posts underwent Battle Command Systems of Systems Integration Training to work fire-mission threads, increase vertical and horizontal connectivity, and develop full integration of Army battle command systems. As the *Railgunner* Brigade's delivery units were safely firing more than 400 rockets, the 589th Brigade Support Battalion expertly deployed the entire brigade support area to the field on numerous occasions and provided outstanding logistical and maintenance support.

During August, the 41st Fires Brigade deployed a team of leaders to Korea to observe the annual Ulchi Freedom Guardian exercise. The exercise provided brigade and battalion leaders and staffs a unique opportunity to observe the role and responsibilities of a Fires brigade in a high intensity conflict training environment. The lessons learned from this intense exercise significantly enhanced the brigade's battle staff competencies.

In September, the 41st saw the execution of Fires Table XV battery/company external evaluations. All 16 company-sized elements, underwent a rigorous 96-hour evaluation based upon their full-spectrum operations mission essential task lists. Successful completion of this critical training gate resulted in agile, lethal batteries and companies capable of shooting, moving, and communicating in a high-intensity conflict scenario. Capitalizing on this momentum, the brigade underwent phase III of the Battle Command System of Systems Integration in October, quickly followed by a series of brigade command-post

exercises through November.

In December, the 41st FiB will conduct a Battle Command Training Program warfighter exercise at Fort Hood, Texas to improve the brigade's ability to integrate Fires into full-spectrum operations in a high-intensity operational environment. Brigade and battalion commanders and staffs will exercise command and control, the operations process, fire planning, counter-fire operations, precision strike, force protection and sustainment to increase collective proficiency. The two-week exercise is the capstone training event of the brigade's ARFORGEN train/ready phase and will validate its ability to deploy, fight and win.

A fully modernized and modularized Fires brigade, the *Railgunner* Team is a 'team of teams' consisting of three subordinate battalions and three separate batteries/companies:

The 2nd Battalion, 20th Field Artillery, *Deep Strike*, was the Army's first M270A1 Multiple Launch Rocket System battalion



SGT Kevin Walters (right), a bomb disposal technician with the 704th Ordnance Company, and SSG Gabriel Rivera, Multiple Launch Rocket System section chief, 2nd Battalion, 20th Field Artillery, inspects the damage of the MLRS pods during a demonstration of an emergency launcher pod destruction training at an artillery range at Fort Hood, Texas, Aug. 3. (Photo by SSG Kyle J. Richardson, U.S. Army)

and today stands ready to deliver the full arsenal of MLRS rockets and missiles. The battalion is home to the 1st Cavalry Division's Soldier of the Year and the brigade's 'Top Gun' launcher section.

The 1st Battalion, 21st Field Artillery, *First Strike*, is also a fully modernized M270A1 MLRS battalion fully capable of delivering all MLRS munitions in support of full-spectrum operations. First Strike earned honors as 'Top Fire Direction Center' in the brigade's annual best section competition.

The 589th Brigade Support Battalion, *Iron Caissons*, are a premier multifunctional logistics battalion capable of providing sustained support to the entire *Railgunner* Brigade. Their outstanding supply, distribution, and maintenance support resulted in the brigade's 'Top Maintenance Section' honor during the past year.

The brigade's extremely successful year in the ARFORGEN train/ready phase would not have been possible without the phenomenal efforts of its three separate batteries/companies. The Brigade Headquarters Battery, *Hardrock*, provided first class support of the brigade command posts as well as medical support. The 324th Network Signal Company, *Phoenix*, provided seamless network support to the entire brigade facilitating voice and digital communications. Finally, the brigade's Target Acquisition Battery, Alpha Battery, 26th Field Artillery, *Wolfpack*, provided expert radar, meteorological, and survey support.

Since April, the 41st Fires Brigade has been under the training and readiness authority of the 1st Cavalry Division. The 41st Fires Brigade and its subordinate battalions share a historical, common lineage with the *First Team* from Korea, Vietnam, Desert Shield/Desert Storm, Bosnia, and OIF. With training oversight and mentorship of the *Red Team*, the 1st Cavalry Division's Fires elements, the 41st Fires Brigade revamped and updated the *1st Cavalry Division Red Book*, a compilation of crew and collective training standards to ensure effective integration of Fires in support of full-spectrum operations. The *Railgunner* Soldiers take great pride in providing accurate, timely, and decisive Fires for *America's First Team* and stand ready to answer our Nation's call. '*Railgunner Strong!*'

75th Fires Brigade, Fort Sill, Oklahoma, *Diamond*

For the *Diamond* Brigade, the last 365 days have been a whirlwind of redeployments, reset, deployments and a tremendous amount of training. The brigade headquarters redeployed its trail party from Iraq in May 2009 and immediately began preparing for the redeployment of its two Multiple Launch Rocket System battalions, 2nd Battalion, 18th Field Artillery and 3rd Battalion, 13th Field Artillery. Both battalions would reach the end of their deployments in support of contingency operations overseas later that summer.

The 3rd Battalion, 13th Field Artillery, *Red Dragons*, wrapped up their mission conducting detainee operations at Camp Bucca, Iraq and other sites. They began redeploying in May 2009. Task organized into a headquarters detachment and two companies for the mission, the *Red Dragons* successfully completed a 15-month rotation for this critical mission. At the same time, the 2nd Battalion, 18th Field Artillery, *Mission Ready*, also task organized as a headquarters and two companies, completed their 15-month mission providing security-force companies and trainers to Joint Task Force Horn of Africa based out of Camp Lemonier, Djibouti. During its unique deployment, the *Mission Ready* Battalion trained with forces from Djibouti, Kenya, Uganda and other nations around the African continent.

While the MLRS battalions redeployed, the 100th Brigade

Support Battalion remained deployed to both Operations Iraqi and Enduring Freedom. The 100th BSB had been task organized into two companies for missions in Iraq; Alpha Company, responsible for detainee operations and Headquarters and Headquarters Company, functioning as a combat sustainment support battalion headquarters. However with the surge into Afghanistan, HHC became one of the first units to rotate from Iraq into Afghanistan to meet the rapid buildup of forces, leaving Alpha Company in Iraq to support detainee operations. The remainder of the 100th BSB deployed to Camp Leatherneck, Afghanistan to execute sustainment operations for both Army and U.S. Marine forces.

While the remainder of the brigade deployed or enjoyed a well deserved post-deployment leave, the 1st Battalion, 17th Field Artillery traded its M109A6 howitzers for M777A2s in preparation for a possible deployment to OEF. The 1-17th FA, reorganized in order to provide additional fire direction centers and two-gun sections for the mission. Although the mission never came to fruition, 1-17th FA was able to conduct section to battery live-fire and field exercises throughout the fall and into the early part of winter on the M777A2.

As 1-17 FA prepared, 2-18 FA and 3-13 FA drew equipment and began key leader training on MLRS operations for the NCOs and officers who, after 15 months downrange, had not been on the launchers for almost two years. This early leader training proved to be the right step in rebuilding leader and Soldier competence on the systems.

Building on the initial leader training, both battalions began preparing sections for certification with the first sections certifying and qualifying by December 2009. In January, while the Fires battalions prepared for a joint-combined-arms live-fire exercise, the 100th BSB concluded operations in both Iraq and Afghanistan and redeployed to Fort Sill, Okla., in November and December.

Through the end of 2009 and early in 2010, the 75th Fires Brigade also restarted its transformation, which had been on hold since 2007. The brigade refitted older equipment, installed newer systems and fielded additional systems throughout the brigade. Tasked to support the Network Enterprise Technology Command's operational validation exercise and European Command's Austere Challenge 10 joint exercise, the fielding of the brigade's Tactical Battlefield Command Systems was pushed forward into November 2009, so that the brigade would be able to use the systems to support the NETCOM OPVAL. In addition to the Blue Force Tracking and TBC Systems, the brigade began to upgrade older systems such as the Q-37 or replace them with newer ones such as the Profiler Meteorological System. Throughout the spring and into the summer, the *Diamond* Brigade's transformation process would continue until its conclusion in June with the fielding of the brigade's new modular command post system.

The *Diamond* Brigade entered into the new year executing its first joint-CALFEX in conjunction with fire supporters from the 75th Rangers, U.S. Marines from the 1st Air Naval Gunfire Liaison Company and Kiowa helicopters from the 12th Combat Aviation Brigade, 1st



SGT Sesay Mohamed positions an empty pod on top of trailer as PVT Michael Newkirk maneuvers the pod in place during the 41st Fires Brigade's Best By Competition at Fort Hood, Texas, June 15. (Photo by SSG Kyle J. Richardson, U.S. Army)

Infantry Division. The exercise provided the diverse group of fire supporters with a great opportunity to exchange lessons learned from recent deployments. The *Diamond* Brigade coordinated assets, including close air support from F-16s, AC-130s and B-52s, and delivered cannon and rocket fires in support of joint Army-Marine fire support elements for the first time since 2007. By the end of the exercise, the brigade had fired more than 1,000 rounds and 100 rockets in support of the joint fire-support teams.

In February, Fort Sill was subjected to an ice storm that left parts of the post and much of the surrounding community without basic utilities and created a tremendous amount of debris from fallen tree limbs. In conjunction with the Fires Center of Excellence, the 75th Fires Brigade parked its howitzers and launchers, put all non-essential training on hold and dispatched most of its lift assets to clear the installation. Over the next 4 weeks, Soldiers from the *Diamond* Brigade moved more than 5-ton loads of debris from the garrison area, allowing the installation to quickly restore all functions to the community.

As the brigade wrapped up its support operations, 2-18 FA and 3-13 FA completed their planning for battalion training exercises at other installations. In March, 3-13 FA deployed to Fort Bliss, Texas, to take advantage of the extensive training opportunities there and at the White Sands Missile Range, N.M. The *Red Dragons* concluded a month of ranges, section/platoon training and battery operations with live-fire operations in the Texas desert.

While the *Red Dragons* prepared to redeploy to Fort Sill, 2-18 FA initiated its deployment to Fort McCoy, Wis. The *Mission Ready* Battalion deployed by both road and rail, with the 15th Transportation Company road marching 50 HMMWVs and HEMTTs nearly 1,000 miles across five states as part of the company certification for its upcoming deployment to Iraq. Closing on Fort McCoy, the *Mission Ready* Battalion certified the 15th TC for deployment, executed small-arms ranges, conducted platoon and battery-level training and executed live-fire operations throughout the month of April.

As 3-13 FA redeployed from Fort Bliss and 2-18 FA deployed to Fort McCoy, 1st Battalion, 17th Field Artillery and

brigade headquarters received notification that it would deploy to Afghanistan in ninety days to support the NATO training mission. The *Copperhead* Battalion reacted swiftly. Drawing up-armored HMMWVs from the pre-deployment training fleet, working on individual certifications for deployment and receiving individual equipment as part of the rapid fielding initiative; by the first week in June, the *Copperheads* completed a culminating-training exercise and soon after deployed to support OEF.

At the same time, the brigade staff and the 258th Signal Company deployed to Grafenwohr, Germany, to support both the NETCOM OPVAL and the EUCOM Austere Challenge 10 exercise. Deploying ahead of the brigade staff, the 258th SC and the brigade's signal shop conducted operations in support of the NETCOM OPVAL in order to improve the ability of units to seamlessly transition data from home station to any theater of operation. In order to complete the OPVAL, the brigade headquarters deployed with all of its TBC systems to Austere Challenge 10 to replicate both a maneuver brigade headquarters and a general support MLRS battalion. Working alongside French and Polish ground forces, the *Diamond* Brigade headquarters successfully proved that it could quickly and effectively serve as a joint force headquarters in support of a multi-national operation.

June 2010 began with the return of the 100th BSB to the field for company training exercise. For the *Centurion* Battalion, which just completed its equipment draw from the Left-Behind Equipment program and weathered a significant turnover in personnel, it was the first time in more than a year that many of the Soldiers had the opportunity to work within their military occupational specialty. The timing of the FTXs, coming at the end of its ARFORGEN reset, could not have been better as it would prepare the 100th BSB to support the entire brigade during the upcoming Joint-CALFEX with the 1st ANGLICO and elements of the 10th Special Forces Group in August 2010.

The *Diamond* Brigade moved into the late summer with a changeover of the command teams in three of its four battalions during the month of June. July would see the brigade preparing for its second Joint-CALFEX and the deployment of a battery from 3-13 FA to the National Training Center in support of the 3rd Infantry Brigade Combat Team, 1st Infantry Division. After 365 days of great training, the short-notice deployment of 1-17 FA, the conclusion of the brigade's reset and the transition of much of the brigade's leadership, the *Diamond* Brigade remains prepared for its next mission. '*Tough as Diamonds.*'

210th Fires Brigade, 2nd Infantry Division, Korea, *Warrior Thunder*

The Soldiers of the 210th Fires Brigade, 2nd Infantry Division, are fully integrated into the only forward-deployed, committed division in the U.S. Army. As we recognize the 60th anniversary of the Korean War, 210th Fires Brigade service in the Republic of Korea continues the long history of the U.S. Army Field Artillery on the

peninsula. The 210th FiB worked closely with our Korean allies and is fully integrated in 2ID plans and operations defending the ROK. The brigade has an extremely high-operating tempo focusing on the skills required by major-combat operations. Comprised of its two M270A1 Multiple Launch Rocket System battalions, 6th Battalion, 37th Field Artillery, *On the Minute* and 1st Battalion, 38th Field Artillery, *Steel Behind the Rock*, provide the commander's lethal-artillery formations with ranges and capabilities that only existed in the dreams of those who repelled the Chinese and North Korean forces more than half a century ago. None of this firepower can be unleashed without the maintenance and sustainment capabilities of the 70th Brigade Support Battalion, *Blacksmith*. The 210th Fires brigade is a self-contained, self-sustaining fire support asset that provides 2ID and our Korean allies' maximum flexibility to conduct full-spectrum operations. The brigade's assigned and attached batteries and companies provide target acquisition, communications, and air defense, further enhancing the capabilities of *Warrior Thunder* and creating a true 'Fires' organization!

Often coined 'the main effort of the main effort,' the brigade's initial-mission set includes numerous attachments from both inside and outside the division and close liaison with MLRS equipped units from the Republic of Korea army. Whether it is supporting theater level events and exercises such as the Aerial Weapons Surveillance System testing, Key Resolve, and Ulchi Freedom Guardian, combined live-fire exercises with ROK MLRS battalions, or division focused events such as the 2ID War Path series, *Warrior Thunder* stands together to defend the Republic of Korea. No other Fires brigade can claim the unique priorities that accompany the awesome responsibility that the 210th assumes for the execution of the 'Fight Tonight.'

While the 210th Fires Brigade is truly unique based on its mission, no organization can do it alone. The 210th fosters and maintains the relationships needed to win the counter-fire fight and more. These relationships include the full-time teammates within our ranks, the Korean Augmentation to U.S. Army, unit-to-unit tight bonds at



Forward observers of the 75th Fires Brigade, Fort Sill, Okla., and the Air Naval Gunfire Liaison Company, Camp Pendleton, Calif., prepare to call for fire while on a training lane during Operation Diamond Overlord at Fort Sill, Jan. 13. (Photo by SSG David Chapman, U.S. Army)

echelon, a spirit of volunteerism and cooperation within the local and surrounding community, and finally one of a trusted ally and partner with our go-to-war comrades in the Republic of Korea army. Critical training events that link the *Thunder* Brigade with our Republic of Korea allies include the Third Republic of Korea army field-training exercise, monthly tactical discussions and combined-live Fires with Korean artillery battalions that continue to hone our war-fighting skills and tactical interoperability.

Additionally, teaming with the local citizens and leadership fosters mutual understanding and enables the 210th Fires Brigade to obtain a reputation that of a solid and dependable neighbor. Finally, working closely with our Korean teammates on the challenging issues that face any military organization, U.S. or Korean, the 210th has built a close relationship of trust and confidence that truly captures the spirit of Kapshi-Kapshida!, 'We go together!'

214th Fires Brigade, Fort Sill, Oklahoma, Leader

Transformed from a traditional field artillery brigade to a Fires brigade in 2006, the 214th Fires Brigade is a capabilities-based unit that provides precision, close and deep-lethal artillery, conducts logistics, is network-centric and provides command and control of Fires for full-spectrum operations. The unit's transformation provided increased lethality, modularity, and expeditionary support for joint operations.

Designed to be self-contained, the *Leader* Brigade's organization includes a Multiple Launch Rocket System battalion, a High Mobility Artillery Rocket System battalion, a cannon artillery battalion, a brigade support battalion, a target acquisition battery, and a signal company.

The brigade tested the ability of its units to work together during a brigade field training exercise in April 2010. The exercise saw units conducting full-spectrum operations training tasks such as a mass-casualty exercise, vehicle-recovery operations, fixed-site security training, refueling operations, counter-improvised explosive devices training, and culminated with brigade fire missions that for the first time since the transformation to a Fires brigade massed cannon and rocket fire on a single target.

The 2nd Battalion, 4th Field Artillery, *Deep Attack*, continued to demonstrate its lethality with precision rocket Fires in support of Operation Iraqi Freedom. From 2006 until 2009, 2-4 FA lead a Guided Multiple Launch Rocket System task force that rotationally provided precision firing capability for the Multi-National Corps-Iraq and later U.S. Forces-Iraq. Task Force Leader was turned over to the 1st Battalion, 14th Field Artillery, *Steel Warriors*, in December 2009. In May, 2010, 2-4 Field Artillery completed a National Training Center rotation with the 3rd Armored Cavalry Regiment and saw their Alpha Battery conduct the first live-fire mission of an M31 GMLRS at the



Observers monitor a Multiple Launch Rocket System launch. (Photo courtesy of 210th Fires Brigade)

training center with pinpoint accuracy. This unit has more than proven that artillery is still a viable option in today's counter-insurgency fight.

The 2nd Battalion, 5th Field Artillery, *Rock Hard*, continued their support of Operation Iraqi Freedom with multiple out-of-design radar section deployments. Currently, 2-5 FA continues to man counter-fire radar sections in Iraq as they do their part to protect the force. Soldiers with 2-5 FA continue to train for full-spectrum operations and provided indirect fire support to assist Soldiers and leaders training at Fort Sill, Okla., and Joint Base Lewis-McChord, Wash.

The 1st Battalion, 14th Field Artillery, *Steel Warriors*, conducted precision rocket Fires in support of OIF when they assumed control of the brigade's GMLRS task force in Iraq in December 2009. In June, 1-14 FA completed the task-force mission successfully and redeployed to Fort Sill bringing the most up to date tactics, techniques and procedures from theater and sharing them across the brigade to enhance training and readiness.

The brigade's 168th Brigade Support Battalion completed its first National Training Center rotation in May in support of the 3rd Armored Cavalry Regiment. While there, Soldiers from the battalion acted as observer controllers, as well as opposition forces. The maintenance support provided to a reserve unit, by the battalion's Bravo Company, was the driving force in maintaining the unit's fleet and earned commendations for its outstanding performance.

The 168th Brigade Support Battalion's supply support activity earned honorable mention status in its first time competing in the U.S. Army Forces Command Supply Excellence Award competition. The annual contest places active component, U.S. Army Reserve, and U.S. Army National Guard units into separate categories, and then divides those categories according to the volume of equipment maintained by the warehouse.

Activated on Sept. 18, 2006, as part of the *Leader* Brigade's transformation, Hotel Battery, 26th Target Acquisition Battery, is currently supporting Operation Enduring Freedom with the deployment of the battery headquarters target production section. Soldiers with the H-26 continue to prepare for additional deployments in support of OEF. Additionally, the battery is assisting with radar training for 2nd Battalion, 4th Field Artillery Soldiers, who are preparing to support operations in Afghanistan and Iraq.

The 529th Network Signal Company provides network support to the entire brigade. The 529th NSC deployed to support Operation Unified Response, the U.S. military's official aid campaign in response to the Haiti earthquake. The 529th NSC provided information network support that helped to facilitate aid and relief efforts. This was the largest scale engagement for the unit since it was reactivated in 2007. The signal company also provided command post node equipment and teams in support of Task Force Leader.

As one of the most versatile and lethal formations in the Army, the 214th Fires Brigade is fully transformed and ready to support full-spectrum operations across the globe.

434th Field Artillery Brigade, Fort Sill, Oklahoma

The 434th Field Artillery Brigade receives, in-processes and trains more than 17,000 basic combat training Soldiers and 3,000 Warrior Transition Course Soldiers annually. This basic combat training program of instruction transforms civilian volunteers into Soldiers, who are competent and confident in their war fighting and technical skills; who demonstrate the requisite character, values and warrior spirit; and who can contribute to their first units of assignment successfully.

During the past year, the brigade has encountered several transitions to include the implementation of a new basic combat training program of instruction that puts training emphasis back on the basics. The new program of instruction, utilizing feedback from combat-experienced officers and NCOs across the Army, focuses on the most important basic skills that Soldiers need to

comprehend to include handling, firing and maintaining their individual weapon, the application of combat casualty care, the preparation of the mind and the body for the physical and mental demands of deployment and combat, the maintenance of situational awareness, voice communication skills and Army values.

The new basic rifle marksmanship and the advanced rifle marksmanship strategy is enabling Soldiers to fire more ammunition than ever before in basic training while simulating stressful combat-like conditions. The brigade is also fully engaged in implementation of the new physical readiness training amongst its basic training, Warrior Transition Course population and permanent party Soldiers. The intent of this recent publication is to improve the physical conditioning of the average trainee while best preparing that Soldier for the first unit of assignment.

In January, the 434th Field Artillery Brigade also began executing gender-integrated basic combat training to further support manning requirements of a growing Army. The brigade graduated its first gender-integrated class in March and has more than seventy cycles scheduled for this calendar year. The brigade also continues to execute the Army's only Warrior Transition Course. The Warrior Transition Course is a 32-day program of instruction designed to integrate former U.S. Navy, Air Force, Marine and Coast Guard personnel into the Army as well as reintegrate prior service Army personnel back into the force.

In addition to the brigade's organic reception and training battalions, and a detachment, a mobilized U.S. Army Reserve Training Battalion has brought expanded training capacity to Fort Sill, Okla., this past year, by training more than 3,000 Soldiers. In early 2011, the brigade will permanently activate an additional active component battalion in lieu of the annual reserve component augmentation. The 434th Field Artillery Brigade continues to adapt to meet increased accession and training requirements necessitated by the growth of the total Army.

The 434th Field Artillery Brigade footprint continues with major facility renovations this year to include the trainee barracks upgrade program, construction of two new 'super dining facilities,' new training battalion classrooms and future construction of a new

Soldiers of the 578th Forward Support Company, 214th Fires Brigade, Fort Sill, Okla., help to remove debris following a massive ice storm that cut power to most residents of Oklahoma and destroyed hundreds of trees at Fort Sill. (Photo by SPC Levi Spellman, U.S. Army)



reception complex. This will enhance the brigade's ability to provide world-class training and support to our nation's newest Soldiers.

428th Field Artillery Brigade, Fort Sill, Oklahoma, *Cornerstone*

For many artillerymen, their journey begins here within this unit. Whether developing the technical skill sets necessary to fight and win our nation's wars or fostering and developing leaders for today's force, the building blocks are established here.

Over the past year, the brigade has encountered many challenges spanning from incorporating new concepts in training development to providing external support to multiple agencies, both nationally and internationally, with a large percentage of this being executed during a time of flux.

Some of the transition the organization has witnessed is the deactivation of 1st Battalion, 22nd Field Artillery in April 2010, which was chartered to train Basic Officer Leadership Course lieutenants phase two, coupled with the migration of the skill sets trained in BOLC II to 1st Battalion, 30th Field Artillery to inception of the BOLC B concept as well as two battalion changes of command, and the brigade change of command.

The organization now consists of a Headquarters and Headquarters Battery, comprising the brigade's administrative, logistical and command and control nodes; 2nd Battalion, 2nd Field Artillery, which provides direct support to training events with their two firing batteries and one support battery; 1st Battalion, 30th Field Artillery, which is chartered with the mission of sustaining the officer education system to include Basic Officer Leader Course B; Warrant Officer Basic Course; Warrant Officer Advanced Course; the Field Artillery Captains Career Course and the Pre-Command Course for those field grade officers selected for battalion and brigade command; and the 1st Battalion, 78th Field Artillery, whose mission is to train seven 13 series military operational skill sets.

2nd Battalion, 2nd Field Artillery Brigade, *Big Deuce*

The mission is simple, to deliver Fires and perform logistics operations in support of the United States Army Fires Center of Excellence, execute ceremonial salutes for the Fires Center of Excellence and Fort Sill. This battalion is the 'workhorse' within the brigade. Currently the 1st Battalion, 30th Field Artillery executes an average of eight BOLC B classes a year averaging more than 150 lieutenants per class. *Big Deuce* supports seven, live-fire shoots for BOLC B. This support assists the fire support cadre chartered to evaluate the lieutenant's ability to call and adjust fire. In addition to this support, 2-2 Field Artillery provides live-fire support for seven Marine shoots, 10 pre-command classes, and 47 13F, fire support specialist, AIT classes. Last year, the battalion spent 256 days in the field supporting a variety of training venues. The two firing batteries fired a combined total of 32,523 rounds of a variety of munitions.

External support within the brigade is continuing requested due to the uniqueness of equipment we are assigned and the seasoned personnel we have. In June 2010, Alpha Battery, 2-2 Field Artillery was deployed to the United States Military Academy at West Point to deliver Fires in support of cadet summer training. Following a four-



U.S. Army field artillery lieutenants train during Basic Officer Leadership Course B at Fort Sill, Okla., April 21. (Photo by Jason Kelly, U.S. Army)

day train up, the battery delivered more than 6,500 and trained 1,400 cadets to compute data and deliver Fires. This mission was not only unique in training future officers in artillery skills, but also providing a venue for the cadets to get a holistic picture on what the field artillery does and provide a reference prior to branch selection.

1st Battalion, 30th Field Artillery, *Hard Charger*

The mission of the 1st Battalion, 30th Field Artillery, is to execute initial military training, professional military education and leader development to train physically fit, competent, confident, and adaptive field artillery leaders for the operating force; individually capable of immediately contributing to their new unit of assignment by integrating and executing lethal and non-lethal Fires.

To begin the year, training and doctrine combined Basic Officer Leadership Course II and III into what is now called BOLC B and the Alpha Battery element, which began training on tasks that were previously taught by BOLC II. Throughout BOLC B, the battalion trains field artillery lieutenants in 61 common core tasks, in addition to, fire support, fire direction, and platoon leader blocks. The first three weeks, focus on the tasks that migrated from BOLC II, in-processing into the Army, basic rifle marksmanship, land navigation, combatives, and other common core tasks then transitions into field artillery technical training with common core tasks being reinforced throughout the rest of the course.

In addition to executing BOLC B, the Field Artillery Captain's Career Course has implemented the military decision making process initial assessment exercise. This requirement initiated from the U.S. Army Combined Arms Center, Fort Leavenworth, Texas, is centered on giving a common scenario to all branches of the Army.

To bolster the battalion's training for the contemporary operating environment, the unit has partnered with the University of Oklahoma's Gaylord College, where our military and graduate

students are involved in a scenario driven exercise involving interviews by journalism students. Students attend a seminar on media relations, discuss media engagements, conduct practice interviews, and receive feedback from the professors. The concept of the operation is the journalism and FACCC students are given a practical exercise. Both the FACCC and OU students, are given approximately 48 hours to digest the practical exercise and develop questions and talking points for the engagement. The interview is taped and the OU faculty will play selected interviews for after action review. Overall, this exercise has been a great venue for both sets of students to prepare for the current operating environment.

Throughout all of our courses, the battalion has integrated cultural and language training. This training enables the students to gain an understanding of what culture really means and how it is significant to counterinsurgency operations. All students are required to submit a cultural paper during their course and BOLC B students are required to complete one block of language training utilizing Rosetta Stone software.

1st Battalion, 78th Field Artillery, Teamwork

The 1st Battalion, 78th Field Artillery trains advanced individual training and deploying Soldiers to be skill-level 1 qualified in field artillery core competencies, providing the Army with combat ready field artillery Soldiers. In addition to training all seven field artillery military occupational specialties. We train more than 7,000 Redlegs on an annual basis. The *Teamwork* Battalion provides logistical and administrative support to the 94M, radar repairers and the 94S, PATRIOT System repairer and AIT Soldiers.

One of the major challenges for fiscal year 2010 was the reconfigured AIT field training exercise. The primary mission was to create a training environment where all seven of the 13 Series MOSs go to the field together to re-create, in training, what they will see once they graduate and report to their first duty assignment. Prior to the implementation of 120 Hour AIT field training exercise, Soldiers being trained by the 1-78 FA did not have the opportunity to experience the synchronized fire support system. It has enhanced a field craft and training proficiency of the unit's students and cadre members.

In February, 1-78 FA implemented a comprehensive Soldier fitness program into their Support Cadre Training Course, where a cadre member is trained on resiliency and performance enhancing skills and how to teach them. These skills have proven efficacy in contributing success of teams, leaders, families, students, executives and military personnel. The skills learned include emotion awareness and regulation, impulse control, de-catastrophizing, perspective, effective communication, challenging negative beliefs, problem solving and real-time resilience.

In addition to its primary mission of training AIT Soldiers, the *Teamwork* Battalion also provides its skilled cadre to the rest of the force. In the past year, the unit has provided support to the Joint Readiness Training Center, Fort Polk, La., and the Joint Multinational Readiness

Soldiers of the 3rd Battlefield Coordination Detachment march in a VFW parade. (Photo courtesy of the 3rd BCD)

Center, Hohenfels, Germany and has deployed cadre to support missions in Afghanistan, Honduras, and Senegal. The organization's cadre is on the cutting edge of transformation projects such as the brigade combat team modernization program at Fort Bliss, Texas, infantry brigade combat team testing at Fort Benning, Ga., and testing the new EQ-36 radar at Yuma Proving Grounds, Ariz. The unit has also provided equipment and instructors to assist deploying units in their pre-deployment training and provided real-time reach back for units that are currently in Afghanistan when they have questions about the AN/TMQ-52A Meteorological Measuring Set, the Profiler. The unit has also hosted several visits by foreign military leaders, showcasing both our Soldiers and the latest in field artillery training and equipment. *'First and Always'*

3rd Battlefield Coordination Detachment, Camp Osan Air Force Base, Korea

Over the past year, the 3rd Battlefield Coordination Detachment-Korea has conducted numerous theater level exercises (both joint and combined), several local exercises, a Saint Barbara's Day Ball, a Hill 180 (Battle of Bayonet Hill) commemoration along with a long list of military training, community and family events. The unit has moved into a transitional headquarters in preparation for our new headquarters, which is forecasted to be complete in fiscal year 2012. The 3rd BCD-K is poised and ready to *'Fight Tonight.'*

The 3rd BCD-K coordinated air assets in support of ground operations as well as operational and intelligence situational awareness to the Air Component Command during four Peninsula Operational Exercises. The PenORE tested the Air Force's ability to execute combat operations, receive follow-on forces and defend the base from attack.

In order to maintain the *'Fight Tonight'* posture, the 3rd BCD-K conducts two major joint/combined exercises yearly. The first of these is Key Resolve and it exercises the theater's reception, staging, onward-movement and integration abilities while maintaining contact with the enemy. The exercise is conducted during March and the 3rd BCD-K continues to provide seamless and timely integration of personnel, resources, and intelligence to support combined military operations.

The second major joint/combined theater level exercise is Ulchi Freedom Guardian normally conducted in the month of August. UFG is a joint and bilateral exercise conducted on the Korean peninsula. The 3rd BCD-K's pivotal role is to provide the coordination link between the Ground Component Command and the Combined Air Command for the purposes of coordinating and synchronizing the execution of joint fires in high-intensity combat scenarios.

The celebration of Saint Barbara's Day is a time-honored tradition shared among all artillery men and women around the globe. Due to the unique combined environment of the 3rd BCD-K, we have also



had the honor of inducting four Republic of Korea Army officers and NCOs into the order.

Each February, the 3rd BCD-K hosts a memorial ceremony for the Korean Peninsula to honor the veterans who took part in the decisive action at the Battle of Hill 180, also known as "Bayonet Hill" on Feb. 7, 1951. The ceremony commemorates the men of Easy Company, 27th Infantry Regiment, Wolfhounds, commanded by CPT Lewis L. Millett who led a bayonet charge against a well-entrenched and larger Chinese force and ultimately prevailed. This year's Battle of Hill 180 was more memorable than previous celebrations due to the fact that Millet passed away on Nov. 14, 2009.

Under the leadership of COL E. J. Degen and SGM Walter Edwards, the 3rd BCD-K continues to train hard, maintain tactical and technical proficiency and stand at the ready to *'Fight Tonight. Strike Deep!'*

5th Battlefield Coordination Detachment, Hickam Air Force Base, Hawaii

The 5th Battlefield Coordination Detachment, Hickam Air Force Base, Hawaii, is assigned to the U.S. Army Pacific. The detachment also serves as the Army service component commander's liaison to the 613th Air and Space Operations Center and 13th Air Force. The 5th BCD's presence in the Pacific Command area of responsibility significantly enhances the theater's warfighting and deterrent capabilities for joint forces.

Exercises. The PACOM area of responsibility is a robust blend of joint and multinational operations, and as a result, the 5th BCD's relevance and roles continue to expand. An essential role for the detachment is supporting the Pacific Command theater campaign plan that is designed to enhance multinational relationships and combined war fighting skills. The PACOM AOR is dominated by over 4,000 miles of water and as such is indicative of the maritime environment. To accomplish this mission, the detachment participates in numerous joint and combined-annual exercises such as Terminal Fury in Hawaii; Yama Sakura, Japan; and Talisman Saber, Australia; and represents any Army force operating within the theater. The most recent exercise, Terminal Fury (May 2010), represented a unique opportunity to execute the BCD mission in conjunction with the U.S. Marine Corps forces in the Pacific acting as the joint forces land component command. This was the first cooperative effort between both Marine and Army forces during this exercise. In addition, the 5th BCD is in the final planning phases for Yama Sakura in Japan, January 2011. The BCD will enable

joint air support in a bilateral way between I Corps and Japanese forces as our partner for the exercise. The 5th BCD's regional focus, integration and expertise afford ARFOR the flexibility to facilitate introduction of land component forces into the PACOM theater, apply joint Fires in an integrated fashion, and enables theater campaign plan efforts aimed at forging relationships with regional multinational partners. In preparation for the July 2011 Talisman Saber Exercise, 5th BCD is working hand-in-hand with the newly established Australian battlefield coordination detachment, helping them assess and improve their standing operating procedures. In April 2010, the 5th BCD hosted an Australian bilateral visit focused on assisting the Australian self defense forces establish a more robust BCD within their formation. Future visits are planned to assist the Australian BCD train and integrate its battle command systems into Australian air force operations center. Members of the 5th BCD have coached and mentored Australian counterparts on all aspects of the BCD's mission and integration with the 613th AOC. The Australian BCD is ready to demonstrate its capability during Talisman Saber 2011.

Other endeavors. Since achieving full-operating capability in June 2009, the 5th BCD pursued several other capability building endeavors in addition to the theater campaign plan mission. It consistently supports Army joint support team exercises by sending highly trained and qualified NCOs to perform the BCD mission at various mission readiness exercises and rotations at the National Training Center, Fort Irwin, Calif. These exercises help the Army joint support team provide realistic training in air support coordination for contingency operations. And in return, the BCD receives graduate level training from the AJST's comprehensive mobile training team in preparation for joint exercises. The 5th BCD also works very closely with program manager battle command. PMBC provides unique automated systems expertise and innovative solutions to operational challenges to the BCD. PMBC assisted with several issues over the past year and enabled the BCD to develop a unique two network digital bridge allowing for full communications between ARFOR and the 613th AOC. All of this completed over 4,000 miles of ocean. The 5th Battlefield Coordination Detachment is also postured to manage training, readiness and oversight to of ground liaison detachments within the AOR. Ground liaison detachments are the vital link between ground and air assets at the Air Force wing level. They are a critical enabler to effective joint Fires.

It has been an eventful and productive three years since the 5th BCD achieved full operational capability in July 2007. The 5th BCD

is uniquely positioned in its role by improving the joint cooperation, capabilities and culture of our armed forces in the Pacific theater.

'United in Victory!'



Soldiers of the 5th Battlefield Coordination Detachment and Australian Battlefield Coordination Detachment conduct bilateral relationship meetings at Hickam Air Force Base, Hawaii, May 3-7. (Photo courtesy of 5th BCD)



U.S. Marine Corps Field Artillery

10th Marine Regiment, 2nd Marine Division, Camp Lejeune, North Carolina, *Fireball*

The 10th Marine Regiment continues its role as the ‘arm of decision’ for the 2nd Marine Division’s Marine Air Ground Task Force at Camp Lejeune, N.C. The regiment is comprised of four firing battalions and a headquarters battery.

The mission of the 10th Marine Regiment, is to provide Fires in support of the 2nd Marine Division. They accomplish this by using organic indirect fire assets, while coordinating both lethal and non-lethal Fires from other II Marine Expeditionary Force fire support agencies in order to suppress, neutralize or destroy the enemy. As the oldest artillery regiment in the U.S. Marine Corps, the 10th Marines primary focus remains on training, equipping and deploying units and individual augments in support of overseas contingency operations including Operation Enduring Freedom and Landing Force Sixth Fleet. The secondary focus is to reconstitute units returning from deployment and train in our core competencies in order to meet our mission essential tasks.

1st Battalion, 10th Marine Regiment, *Nightmare*

The 1st Battalion, 10th Marines Regiment, is heavily engaged in sustaining proficiency as a firing battalion as well as

Marines of the 12th Marine Regiment conduct a live-fire exercise with M777A2 155mm lightweight howitzers at Camp Fuji, Japan, April 22, 2009. (Photo by LCpl Bobby J. Yarbrough, U.S. Marine Corp)

developing skills in provisional missions required for an upcoming deployment to Operation Enduring Freedom. Since January, the battalion has deployed twice to the Marine Corps Air Ground Combat Center, Twentynine Palms, Calif., in support of Enhanced Mojave Viper, initially as the exercise force and later in preparation for its own deployment to OEF. The battalion also participated in the exercise Rolling Thunder, a 10th Marines regimental bi-annual firing exercise held at Ft Bragg, N.C. Following the return from Ft Bragg, 1st Battalion began an intensive training program to give the battalion’s Marines the skills necessary to operate in OEF as provisional infantrymen. Marines received training in many subjects including Pashto language, tactical site exploitation and counter-improvised explosive device operations. During the summer, 1st Battalion conducted several field exercises to give the Marines the opportunity to practice and training in skills required for provisional missions. Additionally, the battalion created a police mentoring team consisting of 21 Marines and two sailors, whose mission is to partner with Afghan security forces during their upcoming OEF deployment.

2nd Battalion, 10th Marines Regiment, *Pathfinder*

The 2nd Battalion, 10th Marines Regiment, continues to support a variety

of regimental to battery level exercises, in order to support continuing requirements of the division and the II Marine Expeditionary Force. Over the past year, the battalion has sent individual batteries to Enhanced Mojave Viper to support maneuver units as they prepare for upcoming deployments to Operation Enduring Freedom, and in the fall of 2010, the entire battalion will deploy. This iteration of Enhanced Mojave Viper will reinforce artillery as part of the exercise force, integrating with the ground combat element and the Marine Air Ground Task Force. The battalion continued to reinforce its core competencies with Expeditionary Warfare Training Group Atlantic by providing artillery fire for the tactical air control party and in support of the regiment’s exercise Rolling Thunder.

3rd Battalion, 10th Marines Regiment

The 3rd Battalion, 10th Marine Regiment conducted a relief in place with the 1st Battalion, 11th Marine Regiment in the central Helmand province, Afghanistan with the last battalion element returning to Camp Lejeune, N.C., in May. Throughout their deployment, the battalion conducted both provisional infantry missions to include counterinsurgency operations as well as maintaining a firing capability in support of maneuver in theater. Upon the conclusion of a successful seven-month

combat deployment, the focus for the 3rd Battalion was to transition their Marines back to a garrison environment and preparation for other assigned missions. Upon their redeployment, the battalion received the third of four installments of the Expeditionary Fire Support System. The fourth set will be delivered after the 11th and 12th Marines receive their initial sets. The Expeditionary Fire Support System is an artillery weapons system conceived, designed and procured to provide support to the vertical assault element of the Ship-to-Objective Maneuver force. It is the final leg of the Fires triad, HIMARS, M777 and EFSS, to be fielded and enhances the artillery community's ability to provide Fires to supported maneuver units throughout all phases of amphibious and

expeditionary operations without impacting current infantry or artillery manning.

5th Battalion, 10th Marines Regiment, Five and Dime

The 5th Battalion, 10th Marine Regiment, continues to focus on transitioning back to an intact-cannon artillery battalion after Headquarters Battery returned from a yearlong deployment in support of Operation Enduring Freedom as Brigade Headquarters Group, 2nd Marine Expeditionary Brigade, Afghanistan. In May, the battalion rejoined 10th Marine Regiment and Batteries R, S, & T detached from 1st Battalion, 10th Marines and re-attached to 5th Battalion, 10th Marines. Upon the colors rededication ceremony, the battalion focused on the

establishment of the initial operating capability for Golf Battery, 12th Marines. The establishment of G Battery represents the last of the increase in artillery under the U.S. Marine Corps' growth to an active-duty strength of 202,000. After participating in artillery refresher training at the Fires Center of Excellence, Fort Sill, Okla., batteries conducted multiple live-fire shoots at Camp Lejeune, N.C. They also provided the Expeditionary Warfare Training Group Atlantic with artillery fire for its tactical air control party qualifications, supported joint fire support training for the British Royal Marine Commandos and provided static displays to the Canadian Naval Centennial in Nova Scotia, Canada.

12th Marine Artillery Regiment, Camp Smedley D. Butler, Okinawa, Japan, Thunder and Steel

The 12th Marine Regiment provides fire support to the 3rd Marine Division and is comprised of a regimental Headquarters Battery and two cannon battalions. The 1st Battalion, 12th Marines is comprised of four firing batteries; A 1-12, B 1-12, C 1-12, and Echo, 2nd Battalion, 12th Marine Regiment. The 3rd Battalion, 12th Marines has no organic firing batteries but is, instead, comprised of firing batteries supplied through the Unit Deployment Program. The UDP is a commandant of the Marine Corps directed program through which batteries from 10th and 11th Marines, and the 1st Battalion, 12th Marines deploy to Okinawa for six months at a time. While there, they take part in the Artillery Relocation Training Program which provides live-fire exercise opportunities at several locations throughout mainland Japan. The UDP was suspended in July 2007 through September 2009 due to Operation Iraqi Freedom requirements. During this time, 1-12 completed two non-artillery deployments to Iraq in support of Task Force-Military Police while the headquarters batteries for both 3-12 and 12th Marines supported numerous embedded training teams, regional corps advisory commands, and regimental combat teams in support of OIF and OEF. The remnants of 3-12 also conducted artillery training with the 31st Marine Expeditionary Unit's firing battery, stationed in Okinawa, to maintain their artillery proficiency. After 1-12 concluded participation in Task Force-MP, it resumed the UDP and has since sent three successive batteries to Okinawa for six month deployments. The 1-12 is currently training for its first artillery deployment since the conclusion of its Task-Force-MP



Cpl Kedrin Clepper of 2nd Battalion, 11th Marine Regiment, 1st Marine Division unloads artillery rounds during a live-fire artillery exercise at the Combined Arms Training Center, Camp Fuji, Japan, April 21, 2009. (Photo by LCpl Bobby J. Yarbrough, U.S. Marine Corps)

mission. The 10th Marines and 11th Marines are scheduled to resume their participation in the UDP in Fiscal years 2011 and 2012.

During the first half of 2010, 12th Marines continued to support OIF, OEF in Afghanistan and the Philippines, and theater security cooperation exercises throughout the Pacific Rim. In January, 12th Marines served as the Guam contingency reaction force while simultaneously deploying the next Marine security element in support of Joint Special Operations Task Force-Philippines. The MSE was comprised of Sailors and Marines from Headquarters Battalion, 3rd Marine Division, the Combat Assault Battalion, the 4th Marines, 3rd Battalion, 12th Marines, and Headquarters Battery, 12th Marines. Meanwhile, C 1-12 deployed from Kaneohe Bay, Hawaii to the Pohakuloa Training Area in order to support the live-fire exercise for Lava Viper 10.1, independent battery training, and a training and readiness evaluation.

February saw 3-12's lone UDP battery, E 2-12, deploy to Hijudai, Japan for the Artillery Relocation Training Program. For the first time, the battalion element took control digitally from Okinawa over 550 miles away and accurately controlled artillery fires for several missions before passing control back to the battery. This exercise also marked the first time M777A2s were fired in the Hijudai Maneuver Area.

The regiment supported exercises Key Resolve and Freedom Banner in March with a variety of personnel to include a fire support coordination cell, engineers, motor transport, and staff functions.

In April, 3-12 turned over UDP batteries while in May the regiment supported exercise Terminal Fury. Marines with the 3-12 deployed to Yausubetsu for a battalion shoot utilizing their UDP battery, C 1-12, and the 31st Marine Expeditionary Units battery, K 3-11. In June, Marines deployed in support of the NATO Training Mission-Afghanistan as driver-trainers.

Throughout this period, the 12th Marines continued to do what Marine artillerymen have been doing during the Long War — shooting artillery and a whole lot more.

The Marine Artillery Detachment, Fort Sill, Oklahoma

The Marine Artillery Detachment, Fort Sill, Okla., commanded by Col. Anthony J. Johnson, is home for all artillery training in the Marine Corps. With 120 permanent party Marines, the MarDet teaches 12 Marine specific courses and collaborates with the Army on seven additional joint



A U.S. Marine Corps field artillery lieutenant trains at Fort Sill, Okla., April 21. (Photo by Jason Kelly, U.S. Army)

courses. These courses include entry-level and career-progression artillery and fire support related instruction. Additionally, the MarDet promotes the advancement of artillery programs and instruction through direct coordination with Marine Corps Operating Forces, Headquarters, Marine Corps, the Marine Corps Warfighting Lab, Training and Education Command and the U.S. Army's Fires Center of Excellence.

The Marine Detachment is organized into several sections to accomplish this training. The Cannoneer School is responsible for entry-level and advanced training on the M777A2 howitzer, the M142 High Mobility Artillery Rocket System, and the Expeditionary Fire Support System, and towed 120mm rifled mortar. The target acquisition section provides entry-level and advanced training for Q-46 radars, artillery electronic maintenance, sensor support, including acoustic ground counter fire sensors and survey, Marine scout observer training, and the fire support chief's course. The U.S. Marine Corps Fires branch provides entry-level and advanced training on enlisted gunnery, fire direction center operations, and all fire support command and control systems. The officer instruction branch provides entry-level training for lieutenants and career-level training for captains. The OIB partners with the Army's 1st Battalion, 30th Field Artillery and the 428th Field Artillery Brigade to teach Marines and Army officers to be

artillerymen in a joint setting. The MarDet also has a logistics and maintenance section, hosts the HIMARS-Expeditionary Fires Support System new equipment training team and supports the joint lightweight 155mm new equipment training team. All these sections are supported and supervised by the detachment headquarters element.

During the past year, the U.S. Marine Corps completed a rapid surge to more than 202,000 Marines from a strength of more than 174,000 just a few years ago. This surge included an increased requirement to train artillerymen, and the Marine Detachment rose to the challenge. The MarDet went from 1,235 students to a high of 1,730 students this year. The dedication and professionalism of the Marine instructors in the detachment made this possible.

In addition to training artillerymen, the MarDet provided direct support to operational force units and to Headquarters, Marine Corps over the past year. These efforts included fire support experimentation related to the Marine Corps' new concept of enhanced company operations, and support for significant re-organization and revitalization of Marine Corps fire support. The Marine Detachment of Fort Sill helped to shape the future Marine Corps plan for joint terminal attack controllers and joint Fires observers, and worked to enhance fire support coordination and airspace clearance procedures.

U.S. Army National Guard Air Defense Artillery

1st Battalion, 211th Regiment, U.S. Army Florida National Guard

The 1st Battalion, 211th Regiment (AD), Regional Training Institute-Florida is located at Camp Blanding Joint Training Center – more than 40 miles west of Jacksonville, Fla. It is a fully-accredited Training and Doctrine Command institute of excellence. The 1-211 recently moved into a \$78 million state-of-the-art campus where it conducts military occupation specialty transition training for 14Ss, an air and missile defense crewmembers, and a 14Js, an air defense tactical operations center operators, as well as noncommissioned officer education systems for the Advanced Leader and the Senior Leader Courses. These modern facilities are less than two years old and all students attending will be billeted on the RTI campus providing easy access to the training areas. The 1-211 also teaches Slew-to-Cue surveillance and, if needed, can provide mobile training teams to requesting units. All training is conducted to the highest standards and students depart fully trained, certified and able to perform their wartime missions.

164th Air Defense Artillery Brigade, U.S. Army Florida National Guard

In 2010, the 164th Air Defense Artillery Brigade, headquartered in Orlando, Fla., faced another intensely busy year with more deployments, an active exercise schedule and a wholehearted push towards the future. After 2009, an equally busy year, the brigade took on new training, unit reintegration and a few surprises along the way.

In May, the brigade participated in its annual hurricane exercise by setting up the emergency operations center at their headquarters in Orlando. Members from each battalion practiced setting up vital communications systems, tracking mock missions and looking for any areas to tweak prior to the start of the actual hurricane season.

In addition, many of the 164th's own personnel were unexpectedly put to the test as they were called to react to the oil spill that affected Louisiana's gulf coast. Brigade personnel departed on short notice to work at the Unified Command Post in Louisiana in support of the regional and national response to the unprecedented ecological disaster that occurred on April 20. Deepwater Horizon, an ultra-deepwater dynamically positioned, semi-submersible offshore oil drilling rig owned by Transocean and leased to BP, exploded during drilling. On April 22, Deepwater Horizon sank, leaving the well gushing at the sea floor and causing the largest offshore oil spill in United States history.

In August, the headquarters said farewell to more than 30 of their own when a small task force was sent to oversee the National Capital Region - Integrated Air Defense Mission in Washington, D.C. Their role was to operate the command and control element of the joint Army and Air Force mission that involves interplay of multiple military, government and civilian agencies in protection of the nation's capital.

Later that month, several unit members were off to South Korea to participate in the annual exercise Ulchi Freedom Guardian. Brigade Soldiers, comprised mostly of Soldiers from 3rd Battalion, 265th Air Defense Artillery, Daytona Beach, Fla., augmented Fort Shafter Hawaii's 94th Army Air and Missile Defense Command, which supports



BG Roger F. Mathews, commandant of the U.S. Army Air Defense Artillery School, Fort Sill, Okla., and chief of the U.S. Army Air Defense Artillery, observes U.S. Army Alaska National Guard Soldiers complete air and missile defense crewmember training at Regional Training Institute-Florida, Camp Blanding, Fla., November 2009. (Photo courtesy of Regional Training Institute-Florida)

the mission to provide air and missile defense of the Republic of Korea. Every year, the exercise provides the opportunity for 164th Soldiers to work hand-in-hand with other forces and learn about one of our most familiar allies while offering critical support to their training.

The brigade headquarter's 2011 annual training is planned for the second quarter of training year in support of the exercise Yama Sakura in Japan. Yama Sakura is an annual, bi-lateral exercise conducted with the Japanese ground self-defense force to practice defending the island nation. Soldiers throughout the brigade will travel to Joint Base Lewis-McChord, Wash., or Japan in order to practice integrating tactics and procedures that may prove necessary in the future should enemies attack the island. This exercise offers the 164th Soldiers yet another opportunity to travel to the east and practice their multicultural integration skills.

1st Battalion, 265th Air Defense Artillery (Avenger)

The 1-265th ADA, Orlando, Fla., was highly engaged in various assigned missions throughout the year. The battalion conducted rigorous preparations and training for mobilization and deployment in early 2011 to conduct the National Capital Region-Integrate Air Defense System mission as the air defense support battalion. It will be the second time the unit has deployed to the region, but since the mission is ever-evolving their preparations were just as focused as if it were the first.

3rd Battalion, 265th Air Defense Artillery (Avenger)

The 3rd Battalion, 265th Air Defense Artillery, headquartered in Jacksonville, Fla., spent most of 2010 reintegrating and retraining after their yearlong stint in the Washington, D.C., area

as the air defense support battalion for the NCR-IADS mission. Since they are one of only a few battalions qualified to undertake the National Capital Region - Integrated Air Defense mission, the cycle of training and preparing for their next rotation continued almost as soon as they redeployed to Florida, in March.

174th Air Defense Artillery Brigade, U.S. Army Ohio National Guard, Phoenix

Although you don't see them, Soldiers from the 174th Air Defense Artillery Brigade of the Ohio National Guard see you anytime you fly into the nation's capital. The task force mobilized in September 2009 from the 174th ADA Brigade located at Defense Supply Center Columbus, Ohio, after conducting pre and post mobilization training during home station annual training.

"What we bring to the fight is a ground-based, air defense capability that didn't exist on 9/11," said COL Paul Craft, commander of Task Force Phoenix. "Along with our partners in the Air Force, we provide a 24-hours-a-day defense to our Nation's capital."

The task force, which was headquartered at Bolling Air Force Base, Washington, D.C., is one of the largest missions under Operation Noble Eagle and charged with defending 2,500 square miles of air space over the D.C. area and its surrounding communities.

"What a great opportunity to be able to come to our nation's capital as National Guard Soldiers and know that we are providing a layer of defense to nation's leadership," said CPT Luke Fedlam, the personnel officer for the Joint Air Defense Operations Center.

"A lot of people don't know about the National Guard playing a role in homeland defense. They know a lot about the overseas missions and providing disaster relief, but to be able to provide that day-to-day national defense of our nation's capital...what a great opportunity."

Craft said the unit uses standard Army air defense artillery equipment, including Avengers, Stingers, Man Portable Air Defense System and Sentinel radars.

Ohio provides command and control for the task force and Soldiers from the 2nd Battalion, 263rd Air Defense Artillery Brigade, while the South Carolina National Guard, man the posts in 24-hour shifts.

Soldiers described the checks that aircraft have to follow to enter the air space. They also demonstrated the powerful radar systems, which allow them to look at air traffic in a very detailed manner.

It picks up helicopters, fixed wing, rotary wing, cruise missiles ... just about anything," said SPC Daniel Waddell, also of the 263rd. "It's a big responsibility, but we trained up pretty hard for it, and we know the equipment."

Both units said they are proud to be selected for this mission as the first and possibly last line of defense against another airborne attack on this city.

"They come with a skill set from their employers, their civilian jobs ... some of them with active-duty experience," said Fedlam. "We have a very unique group of individuals that came together with very diverse backgrounds, very diverse skill sets that really put together an absolutely winning team."

The 174th ADA Brigade has also mobilized five Operation Mentoring and Liaison Teams since 2008, as part of the State Partnership for Peace Program with Hungary. The sixth team is currently conducting inactive duty training for a mobilization in early 2011. The OMLT teams consist of Soldiers from several units across the state of Ohio. The OMLT teams deploy to Hungary and Germany to train with our Hungarian brothers and then deploy together into Afghanistan to train and mentor the Afghan national army and the Afghan national police during combat missions.

The 1-174th ADA out of Woodlawn, Ohio, deployed in September for an Operation New Dawn mission in Iraq conducting counter rocket, artillery and mortar and two radar missions. The 1-174th ADA will be the first National Guard unit to conduct the CRAM mission in theater and will replace the 5th Battalion, 5th ADA, and active duty air defense unit out of Joint Base Lewis-McChord, Wa.

The 174th also consists of the 1st Battalion, 145th Armored Regiment out of Stow, Ohio, and the 2nd Squadron, 107th Cavalry Regiment out of Hamilton, Ohio. The 174th ADA BDE is commanded by BG Rufus Smith and CSM Michael Grove.

263rd Army Air and Missile Defense Command, U.S. Army South Carolina National Guard

The 263rd Army Air and Missile Defense Command, led by MG Laurie Newton, continues to push the boundaries in the realm of homeland defense, and particularly the Army air defense portion of this all important mission. The first deployment of the minimum deployment package which serves as a rapidly deployable Army air defense capability occurred in January and is currently stationed at the 263rd AAMDC.

The unit deployed from the 2nd Battalion, 263rd Air Defense Artillery out of the South Carolina Army National Guard and conducted the final proof of concept as part of National Level Exercise Ardent Sentry 10 at the Savannah Combat Readiness Training Center in May. More than 200 Soldiers, airmen, and coast guardsmen, along with a U.S. Navy destroyer, military fighters, helicopters, and federal aircraft patrolled the skies while participating in this major North American Aerospace Defense Command and U.S. Northern Command air defense exercise. The exercise was a chairman, joint chiefs of staff-directed, NORAD-NORTHCOM-sponsored homeland defense and defense support of civil authorities exercise. The 263d AAMDC deployed with its mobile Joint Air Defense Operations Center to the Savannah CRTC in order to provide the command and control element for this training exercise.

Close coordination was necessary and maintained with the Federal Aviation Administration throughout the exercise as U.S. Air Force, customs and border protection and civil air patrol, along with U.S. Coast Guard and National Guard jets, fixed-wing aircraft and helicopters flew in the local area. Air Force F-16s provided interdiction of high and fast aircraft while a customs and border protection Cessna citation and USCG H-65 Dolphin helicopters were responsible for the interdiction of low and slow aircraft. During the exercise, CONR demonstrated a rapidly deployable air defense system which could protect high profile national targets against cruise missiles and other low-flying threats.

In addition to Ardent Sentry, the 263rd AAMDC conducted the culminating training event for the 2-263 ADA Battalion as they prepared for their mission in support of the national capital region's integrated air defense. The event was held as Oro Grande Base Camp New Mexico where simulated and "live fly" air engagements were conducted over several weeks. Later, a similar CTE was conducted at Fort Bliss, Texas for the command and control element serving NCR-IADs mission. These training events are conducted primarily through the efforts of a six-man Title 10 bridge element that serves as the training readiness authority on behalf of 1st Army.

While serving as the subject matter experts for homeland defense, the TRA team is responsible to ensure the units serving the NCR-IADs mission are trained and ready for any event that could occur as part of this critical zero fault mission.

U.S. Army National Guard Field Artillery

142nd Fires Brigade, U.S. Army Arkansas National Guard, *Razorback Redlegs*

The 2010 training year was a busy one for the Arkansas National Guard's 142nd Fires Brigade. The 142nd made great strides toward reaching its goal of being a fully integrated Fires brigade and training with all its units, including those which the brigade has had a training oversight relationship on a regular basis. During annual training 2010, 142nd had the opportunity to train with the 1st Battalion, 181st Field Artillery (High Mobility Artillery Rocket System) from the Tennessee National Guard. It marked the first time the brigade headquarters maintained command and control over units with three different artillery systems, which included Multiple Launch Rocket System, the Paladin and HIMARS, since becoming a Fires brigade.

During annual training 2010, the 217th Brigade Support Battalion provided full logistics support to the 142nd for the first time. Support operations ranged from recovery, refueling and ammunition resupply. The unit stood up as part of the Fires brigade transition but has been limited in its support capabilities due to deployments.

It was also a year of significant equipment fielding. The 142nd began fielding the Warfighter Information Network-Tactical Communications System, starting with the Network Signal Company's new equipment training at Fort Hood, Texas. The 142nd NSC demonstrated its unmatched high standards and proficiency in cutting-edge tactical communications operations during the WIN-T training. Lessons learned consisted of battlefield video teleconference, high capacity line of site radio AN/TRC-190 V1 and V3, Satellite Transportable Terminal V1 and V2 training, Joint Network Node V6, Battalion Command Post Node, Basic Information Technology, Basic Routing, Advanced Routing, Cisco Call Manager and Call Manager Express, Redcom Slice, Basic Telecommunications, Network Management, Shared Memory Parallel Computer, Solar Winds, Information Assurance and Detailed Planning Engineering Modules-Integrated System Control. The fielding process will continue through 2011. WIN-T will keep the 142nd current, relevant and mission ready. It will increase the 142nd's capacity to coordinate Fires, support the warfighter and provide support for homeland support and homeland defense operations when called upon.

Two of the 142nd's artillery battalions received equipment upgrades during the past year. 2nd Battalion, 142nd FA underwent a retrofit and precision guided munitions capable and is now able to fire M982 Excalibur. During the fielding, all the battalion's Paladins underwent system upgrades such as chronograph, power conditioner and electronic inductive fuse setter which have proven to be much more reliable. The Alabama National Guard's 1st Battalion, 117th FA converted from M198 to M777 in August.

The 142nd also continues to deploy forces in support of Operation Enduring Freedom. The upcoming Afghanistan Arkansas Agriculture Development Team mission is staffed primarily with 142nd members. They will continue the mission began by other Arkansas National

Guard members of training and assisting Afghan farmers.

45th Fires Brigade, U.S. Army Oklahoma National Guard

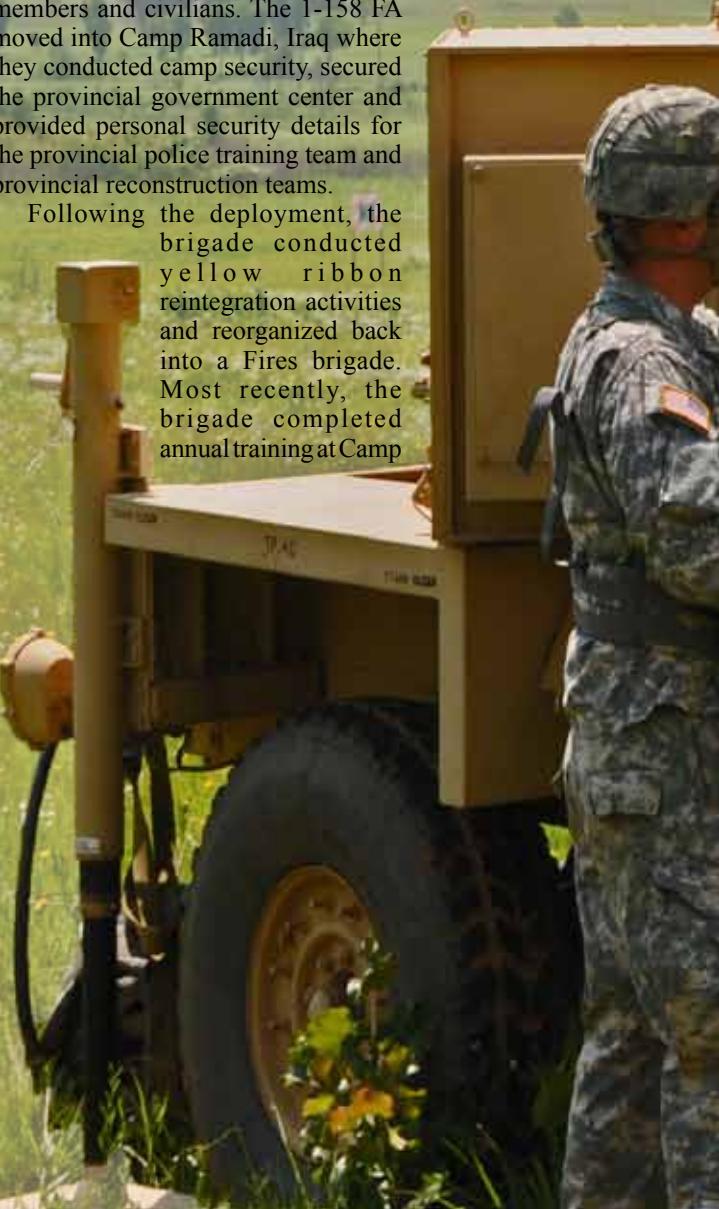
The 45th Fires Brigade, a national guard unit located in Oklahoma, is composed of an organic High Mobility Artillery Rocket System battalion which includes 1st Battalion, 158th Field Artillery; 1st Battalion, 271st Brigade Support Battalion; and three separate batteries/companies, Headquarters and Headquarters Battery; Bravo Battery; Target Acquisition Battery; a signal company from the 1st Battalion, 171st and the 205th Signal Company.

The brigade began transformation from a field artillery brigade to a Fires brigade in 2007 with the conversion of the 1-158 from a Multiple Launch Rocket System battalion to a HIMARS battalion. The 1-271st BSB began to transform from a MLRS battalion to a brigade support battalion in 2007.

The 45th Fires Brigade mobilized and deployed to Kuwait and Iraq from August 2008 to August 2009 in support of Operation Iraqi Freedom. The brigade was task organized as a HHB performing duty at Camp Arifjan, Kuwait conducting base camp operations providing life support services to approximately 70,000 Soldiers, sailors, Marines, airmen and civilians. The 1-271 BSB was stationed at Camp Buehring, Kuwait conducting base camp operations and life support for approximately 100,000 service members and civilians. The 1-158 FA moved into Camp Ramadi, Iraq where they conducted camp security, secured the provincial government center and provided personal security details for the provincial police training team and provincial reconstruction teams.

Following the deployment, the brigade conducted yellow ribbon reintegration activities and reorganized back into a Fires brigade. Most recently, the brigade completed annual training at Camp

Members of the Arkansas National Guard's F/142nd Target Acquisition Battery and the 1-206th FA conduct radar training during 2010 annual training at Fort Chaffee, Ark. (Original photo by SGT Michael Brinson, U.S. Army. Photo illustration by Jason Kelly, U.S. Army)





Gruber, Okla., in July, focusing on individual and crew served weapons training, individual, crew and section-level training, Army Battle Command Systems training, and conducted a HIMARS live fire at Fort Sill, Okla.

Currently, the brigade is planning for an out-of-state annual training in 2011 at Camp Shelby, Miss., to support pre-mobilization weapons training for the 45th Infantry Brigade Combat Team from the Oklahoma National Guard to conduct Army Force Generation Model tasks. The brigade is also participating in Regional Response 11 scheduled for May 2011 as part of the Oklahoma State Partnership Program with Azerbaijan. Looking out to 2012, the brigade plans to conduct an annual training with its alignment for training battalions.

The brigade is realigning its units throughout southwest Oklahoma and is moving to new Armed Forces Reserve Centers as part of the base realignment

and closure process. The first units to move into the new facility located in Oklahoma City are HHC, HHC 1-271 BSB, Company A, 1-271 BSB and the 205th Signal Company. The move will be completed in October and will culminate in a ribbon-cutting ceremony with a delegation of local and state leaders on hand along with former brigade commanders and command sergeants major. The 1-158 FA will be moving from an old armory in Lawton into the new AFRC on Fort Sill in the March 2011 timeframe.

65th Fires Brigade, U.S. Army Utah National Guard, *America's Thunder*

For the past two years, the 65th Fires Brigade has been participating in joint exercises with the U.S. Navy. The fleet synthetic training joint exercises are the capstone training events the Navy uses to certify a Carrier Strike Group prior to deployment. The primary focus of the 65th Fires Brigade during these exercises is to plan and execute joint fire support and to employ joint Fires for the Combined Force Land Component Commander.

The exercises are conducted by Tactical Training Group-Pacific in San Diego, Calif., and have proven the perfect venue for the brigade to develop, exercise, and validate their TACSOP and TTPs. The exercises incorporate both higher headquarters and subordinate elements, which are difficult to duplicate during home station training. Army participants have included the 3rd Battle Command Detachment, I Corps Forward, and the 40th Infantry Division Fires cell. The brigade has also included the fire control elements of its subordinate battalions: the 1st Battalion (PALADIN), 145th Field Artillery, the 1st Battalion (PALADIN), 214th Field Artillery, the 2nd Battalion (PALADIN), 222nd Field Artillery, and the 5th Battalion (HIMARS), 113rd Field Artillery. The delivery of Fires is simulated through the simulation/stimulation computer which replicates the fire mission messages that would be generated by a Paladin or High Mobility Artillery Rocket System. As schedules don't always allow for multi-echelon participation, echelons that are not available to support the exercise live are simulated constructively by white cells or replicated by computer systems.

The FST-J exercises also incorporate units from the U.S. Air Force and Marine Corps. These elements, along with robust naval unit participation, have provided the

brigade with the opportunity to train on joint tasks including the employment of naval gunfire, close air support, air interdiction, and Marine attack helicopter support. Other training opportunities afforded to the brigade is the delivery of Time Sensitive Targets, cross boundary clearance of Fires, and target deconfliction. The brigade targeting board is also able to exercise the development and submission of target nominations during an air tasking order cycle and the employment of unmanned aircraft system systems.

While the brigade's primary focus of the FST-J exercises is on Fires, the exercise affords the brigade with the latitude to select and incorporate secondary training objectives. Counterinsurgency

operations, civil affair tasks, logistics support planning, and intelligence operations have all been incorporated into the exercises. The training events also provide the opportunity to incorporate and train on many of its newly fielded Army Battle Command System and other systems to include Advanced Field Artillery Tactical Data System, Distributed Command Ground System-Army, Command Post of the Future and Joint Automated Deep Operations Coordination System. As the unit recently transformed from I Corps Artillery to the 65th Fires Brigade, the FST-J exercises have been paramount in providing the unit exposure to new equipment and tailoring training to achieve objectives.

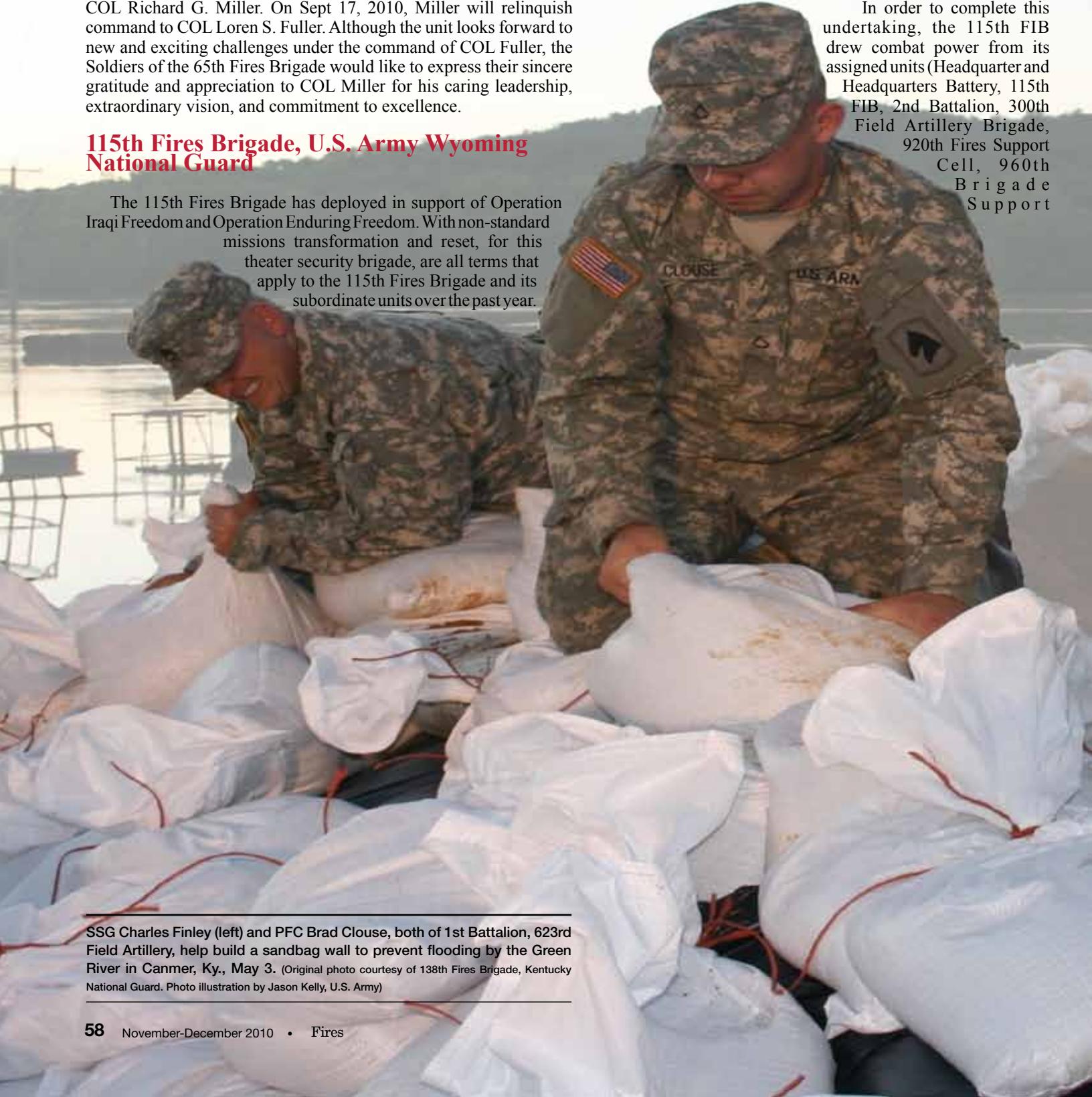
Leading the 65th Fires Brigade through the past years has been COL Richard G. Miller. On Sept 17, 2010, Miller will relinquish command to COL Loren S. Fuller. Although the unit looks forward to new and exciting challenges under the command of COL Fuller, the Soldiers of the 65th Fires Brigade would like to express their sincere gratitude and appreciation to COL Miller for his caring leadership, extraordinary vision, and commitment to excellence.

115th Fires Brigade, U.S. Army Wyoming National Guard

The 115th Fires Brigade has deployed in support of Operation Iraqi Freedom and Operation Enduring Freedom. With non-standard missions transformation and reset, for this theater security brigade, are all terms that apply to the 115th Fires Brigade and its subordinate units over the past year.

Beginning in March, the brigade redeployed from Kuwait and Iraq and returned to individual home stations via demobilization stations at Fort Hood, Texas, and Fort McCoy, Wis. This marked a successful completion of a one-year deployment that supported OIF. As the 3rd U.S. Army Theater Security Brigade Headquarters provided command and control, the subordinates conducted security and camp command missions. Duties included convoy security, force protection and camp mayor cell activities, in Kuwait and Iraq. The brigade was additionally tasked to provide standby crisis response capability and support for responsible drawdown.

In order to complete this undertaking, the 115th FIB drew combat power from its assigned units (Headquarters and Headquarters Battery, 115th FIB, 2nd Battalion, 300th Field Artillery Brigade, 920th Fires Support Cell, 960th Brigade Support



SSG Charles Finley (left) and PFC Brad Clouse, both of 1st Battalion, 623rd Field Artillery, help build a sandbag wall to prevent flooding by the Green River in Canmer, Ky., May 3. (Original photo courtesy of 138th Fires Brigade, Kentucky National Guard. Photo illustration by Jason Kelly, U.S. Army)

Battalion and 148 Signal Company), aligned for training units (1st Battalion, 147th Field Artillery Brigade, 147 Fires Support Cell, 1st Battalion, 151st Field Artillery Brigade and 175 Fires Support Cell) and units provided by National Guard Bureau (3rd Battalion, 157th Field Artillery Brigade, 188 Fires Support Cell and 151 Chemical Biological Radiological and Nuclear Battalion). We also received a number of volunteers and individual ready reserve Soldiers to round out unit staffing.

After arriving in theater, the 115th FIB received operational control and tactical control over an explosive ordnance disposal company, chemical company, engineer dive team and a U.S. Navy/U.S. Coast Guard composite task group. Assigned service members came from the Army National Guard, individual ready reserve, U.S. Army, U.S. Navy and U.S. Coast Guard to produce joint security element consisting of more than 3,100 personnel.

The 115th's missions were as diverse as the personnel performing them. Our units operated throughout the entire United States Central Command area of responsibility. Brigade units conducted operations in Kuwait, Iraq, Afghanistan, Qatar, United Arab Emirates, Oman, Bahrain and Djibouti. In addition to convoy security, camp command and force protection, brigade units performed EOD ops, port security and salvage operations, Mine Resistant Ambush Protected escort, theater chemical response and host nation training. The 1st Battalion, 151st Field Artillery and the 2nd Battalion, 300th Field Artillery were fully engaged in escorting convoys throughout the area of operations. Both units hit the ground running, and in less than 60 days drove over a million mission miles. By the end of the deployment, these two battalions and quick reaction force elements drove over 5.5 million mission miles, while escorting 23,390 convoys and performing 3958 QRF missions.

The headquarters and four subordinate battalions, 960th Brigade Support Battalion, 1-147th FA, 151 CBRNE, and 3-157th FA, received the tasks of commanding their respective camps. These camp commands provided essential services and quality of life upgrades while administering 85 contracts worth more than \$21.3 million. Additionally, our camp commands processed \$32.67 million worth of equipment for turn-in and re-utilization. The 1-147FA conducted 373,516 searches of third-country nationals and 348,619 TCN vehicle searches as part of its responsibilities within their camp.

Brigade units concurrently conducted forty-two, host-nation training events, which trained more than 850 Kuwaiti soldiers and sailors, while conducting operations in theater. This training included vehicle maintenance, advanced marksmanship, chemical training, sea-side and land-side port security and ship security/interdiction. Sister-service training was also conducted. The most significant of these events included CBRN training with 151CBRN

and the USMC's 22nd Marine Expeditionary Unit.

We recently completed years of fragmented deployments in non-standard missions and a recent deployment of historic significance that included the entire brigade in support of OIF. Elements of the 115th Fires Brigade are now entering their reset year. The year ahead will focus on completing transition, from an field artillery brigade to Fires brigade, and conversion to new weapons systems for some units. As we move forward, to the next chapter, we will be well poised to regain our edge and fires focus.

138th Fires Brigade, U.S. Army Kentucky National Guard, Kentucky Thunder

The 138th Fires Brigade has been busy. In December 2009, the 138th Fires Brigade effectively supported Yama Sukura-57 with Soldiers serving in Japan and at Fort Lewis, Wash. The YS-57 Warfighter was a great training opportunity to work with active component units and our Japanese allies as we exercised our digital Fires mission processing and C2 capabilities.

The 138th FiB also had the honor of hosting the Field Artillery Advisory Committee and the National Guard Fires Conference in Louisville, Ky., March 18-20. They had more than 300 Soldiers and more than 20 industry partners who participated in this successful event. The 138th FiB also provided security and mission support for the International World Equestrian Games in September and October at the Kentucky Horse Park located in Lexington, Ky.

Training year 2011, will focus on the completion of new equipment training and fielding of remaining Army Battle Command Systems with a capstone exercise of an Exportable Combat Training Capability rotation in TY 2012.

The brigade nickname is *Kentucky Thunder* which is indicative of the sound coming from its weapon systems. The following articles highlight some of the accomplishments from units within the 138th Fires Brigade. We are proud to selflessly serve our nation and communities as Army National Guard Redlegs.

1st Battalion, 623rd Field Artillery Battalion (HIMARS), U.S. Army Kentucky National Guard, Morgan's Men

The 1st Battalion, 623rd Field Artillery completed the High Mobility Artillery Rocket System fielding during the second quarter, in training year 2010. The 1-623rd FA was previously a Multiple Launch Rocket System battalion having fielded the M270 rocket launcher in 1993. The unit's transition from a MLRS to HIMARS battalion was a seamless and smooth process due to the prior technical knowledge possessed by the Soldiers of the battalion and the HIMARS fielding teams represented by ITT Precision Fires Rocket Missile Systems and Lockheed Martin.

During a field training exercise in May, the battalion performed crew certifications. The fielding culminated on May 15, as the battalion conducted their first HIMARS live-fire exercise. Having fired numerous times as an MLRS battalion, the unit seized this opportunity to invite former members and families to witness this

historic moment for the battalion. More than 500 family members and guests accompanied the Soldiers during this historic event. In addition, the battalion was also able to recognize significant community members by integrating an employer ‘boss lift’ via Blackhawk helicopters to Fort Knox, Ky. This allowed our major employers of our guard members to interact with their Soldiers and see them perform in their military assignment during a HIMARS live-fire demonstration.

In May, southern Kentucky was hit with vast flooding and the Kentucky National Guard was called to action. Units of the 623rd FA were given a mission to save a water treatment facility which serves more than 37,000 people. The unit only had eight hours to assemble, move to the site and build an earth wall 350 feet in length and six feet high which would protect the facility from gathering flood waters. The Soldiers arrived in the early afternoon, and with the help of local civilian volunteers, the entire wall was completed within a few hours. The Green River crested later that evening, but the building remained dry and the residents’ water supply was not affected.

2nd Battalion, 138th Field Artillery (Paladin), U.S. Army Kentucky National Guard, *Longrifles*

The 2nd Battalion, 138th Field Artillery diligently trained to re-establish field artillery core competencies in order to provide responsive, accurate and close Fires in support of maneuver forces.

The battalion completed Paladin retro-fit in April, thus allowing the capability and relevance to deliver precision munitions like Excalibur. During annual training, command focus was placed on the ability to deliver precision munitions on time and on target with focus on high accuracy and low volume of Fires in our target engagements. The battalion also compensated for nonstandard conditions with an increased emphasis on each of the five requirements for accurate predicted fire.

Also during annual training, more than 500 family members and friends of the 2-138 FiB attended the unit’s family day celebration. It’s been nearly a decade since the artillery unit had such a grand event, so they pulled out all of the stops. The highlight of the day’s festivities was a 21-gun salute to the unit’s fallen Soldiers. Sixteen, 2-138 FiB, Soldiers have died in combat and noncombat circumstances since Vietnam. The 21-gun salute was culminated with all the unit’s howitzers firing a single volley. In addition to the live-fire salute, the family day activities included awards to recognize the contributions of employers of the 2-138th unit members and static displays of unit equipment and weapon systems.

The regiment stands today as the most decorated unit in the Kentucky National Guard, with 52 campaign streamers which includes the Navy Unit Commendation, the Philippine Presidential Unit Citation and the Meritorious Unit Commendation. The regiment’s motto is ‘*Arma Parato Fero*’ which translates into, ‘*We Bear Arms in Readiness.*’

2nd Battalion, 150th Field Artillery (M198 howitzers to M777), U.S. Army Indiana National Guard

The 2nd Battalion, 150th Field Artillery, Indiana National Guard traveled to the “Bluegrass State” in July to conduct their annual training at Fort Knox, Ky. During this training period, the battalion was able to certify all of their M198 howitzer crews and fire direction centers, and delivered FA Fires for their last annual training as a M198 howitzer battalion. The 2-150th is a premier field artillery battalion that is fielding the M777 in first quarter training year 2011. It is also a critical field artillery asset in the 138th Fires Brigade and the Army National Guard’s Fires community.

The battalion’s motto is ‘*Faith and Valor.*’ The battalion was founded by COL Eli Lilly who purchased the unit’s first cannons. The 138th Fires Brigade is honored to train with and support the great artillerymen of the 2-150th FiB of the Indiana National Guard.

3rd Battalion, 116th Field Artillery (MLRS), U.S. Army Florida National Guard

The 3rd Battalion, 116th Field Artillery, Florida National Guard was critical to the success of mobilizing their sister battalion, 2nd Battalion, 116th Field Artillery and the 53rd Infantry Brigade Combat Team for their mission in support of the global war on terrorism. During training year 2010, the battalion was able to certify all of their MLRS crews and fire direction centers, and conducted a seven-month long military decision making process training exercise and capstone JANUS exercise in August. The 3-116th, a premier field artillery battalion, is fielding the Army Battle Command System in training year 2012 and High Mobility Artillery Rocket System in training year 2013 and is a critical field artillery asset in the 138th Fires Brigade and the U.S. Army National Guard’s Fires community. The 138th FiB is honored to train with and support the great artillerymen of the 3-116th Fires Battalion of the Florida National Guard.

103rd Brigade Support Battalion, U.S. Army Kentucky National Guard

Throughout the course of 2010, the 103rd Brigade Support Battalion has honed their skills as a support battalion, conducting their second annual training with the 138th Fires Brigade in July. While it is a continuing process, the 103rd has made a good deal of progress in 2010 in terms of receiving and training on new equipment and getting personnel qualified to perform duties.

Training exercises throughout 2010 helped get the 103rd BSB more prepared for future weather emergencies. The unit was called upon in January 2010 to provide two Tactical Water Purification Units and 19 Soldiers, who pumped over 250,000 gallons of water for the community of Buckhorn in Perry County and to citizens in the city of Hazard, Ky. The 103rd BSB is a critical asset in maintaining the logistical readiness of the 138th FiB and providing humanitarian mission support at home and abroad.

Training exercises throughout 2010 helped get the 103rd BSB more prepared for future weather emergencies, and proved the 103rd BSB is a critical asset in maintaining the logistical readiness of the 138th FiB and providing humanitarian mission support at home and abroad.

138th Signal Company, U.S. Army Kentucky National Guard — Introduction of the Warfighter Information Network-Tactical System

The 138th Signal Company completed the new equipment training and fielding of the next-generation of wireless battlefield capabilities, the Warfighter Information Network-Tactical system. The WIN-T is a secure, high-bandwidth wireless communications network that will link Soldiers in the battlefield to voice, data and video on a single network.

The system also provides a Moral Welfare and Recreation function because it allows Soldiers to connect with family members visually and through e-mail while deployed. The 138th validated on the WIN-T during its annual training.

Headquarter and Headquarters Battery, 169th Fires Brigade, U.S. Army Colorado National Guard

The Shamrock Brigade Headquarters continued to train and

prepare for full-spectrum operations in counterinsurgency and high-intensity conflict environments.

During 2010, the headquarters deployed to Sapporo, Japan where they served at the Force Field Artillery Headquarters for Yama Sakura 57, working closely with the Japanese self defense forces, U.S. Army Japan and U.S. Army Pacific Operational Command Post.

In a historic and befitting retirement for the M270 Multiple Launch Rocket System in Colorado, as well as continuing the year-long celebration of the Colorado National Guard's 150th anniversary, the 169th FiB conducted a combined-arms live-fire exercise in June.

With more than 1,000 spectators in attendance, the 3rd Battalion, 157th Field Artillery fired 18 rockets, the Colorado Air National Guard's 140th Wing conducted an F-16 fly-over and the 5th Battalion, 19th Special Forces Group conducted a Blackhawk helicopter insertion, building assault and sniper demonstration. "Create the Fires."

3rd Battalion, 157th Field Artillery, U.S. Army Colorado National Guard, *Crusader*

The *Crusader* Battalion recently returned from their deployment to Al Anbar, Iraq in support of Operation Iraqi Freedom where they conducted joint, combined and interagency operations. During the deployment, the battalion was responsible for the security and support of Camp Ramadi, where they ran the base defense operations center as well as the base support operations center for the 1st Marine Division and later for the 1st Advise and Assist Brigade, 82nd Airborne Division.

They also provided personnel-security detail escorts for the Al Anbar provincial reconstruction team and successfully completing more than 400 escorts by traveling over 41,000 miles during the deployment. The battalion is looking forward to transitioning to High Mobility Artillery Rocket Systems in July 2011.

2nd Battalion, 123rd Field Artillery (M777), U.S. Army Illinois National Guard

During 2010, the battalion joined the elite group of Army National Guard artillery battalions to field the new M777 howitzer system. The battalion just recently deployed in support of the Multinational Force Observer Mission in Sinai, Egypt.

The 2-123 FA is the first unit in the history of the Multinational Force Observer to be assigned to Task Force Sinai and to integrate male and female squads to support various observation posts throughout the area of operations.

2nd Battalion, 130th Field Artillery (MLRS), U.S. Army Kansas National Guard, *Knights of Fire*

The Kansas, *Knights of Fire*, just returned from their deployment to Sinai, Egypt as Multinational Force Observer Mission 53 in support of Operation Enduring Freedom. Their mission was to observe, report and verify compliance by Egypt and Israel in accordance with the 1979 Treaty of Peace. "Always a Little Better."

147th Brigade Support Battalion, U.S. Army Colorado National Guard

During 2010, the 147th BSB conducted extensive full-spectrum operations training that culminated in a deployment to Golden Coyote 2010 where they supported more than 2,200 South Dakota U.S. Army Reserve and National Guard Soldiers.

Additionally, the 147th BSB, together with the 140th Wing of the Colorado Air National Guard, assumed the Joint Task Force Chemical Biological Radiological Nuclear and High Yield Explosive Enhanced Response Force Package mission. The CERFP is a hazardous material team that augments local civilian first responders—specifically to enhance their reaction to a large-scale HAZMAT event. In August, the JTF CERFP passed its bi-annual external evaluation conducted by the Joint Interagency Training and Education Center located in Camp Dawson, W.Va.

540th Network Signal Support Company, U.S. Army Colorado National Guard

The 540th Network Signal Company served on the Joint Task Force for Patriot Warrior 09 in Fort McCoy, Wis., where they were a critical force multiplier and increased the domestic and combat readiness of combat communications units operating in a joint environment.

The unit also trained at Fort Carson, Colo., providing voice and data network, retransmission, satellite communications and communication security support for the 169th Fires Brigade during Colorado National Guard's combined live-fire exercise at Fort Carson.

The unit is currently making preparations for the Warfighter Information Network-Tactical incremental fielding in Sacramento, Calif.

The fielding will upgrade the former Joint Network Node satellite capability to access the Ka-band defense Wideband Global Satellite, reducing reliance on commercial Ku-band satellite.

197th Fires Brigade, U.S. Army New Hampshire National Guard, *Concord Volunteers*

On the eve of a historic deployment, the New Hampshire National Guard's 197th Fires Brigade honed its warfighter skills by learning the Army's Standard Integrated Command Post System during a three-week annual training at Camp Grayling, Mich., in May.

Operating SICPS, an integrated system of computers designed to give the battlefield commander real-time situational awareness, proved less daunting for the Soldiers than the week it took to set it up.

The 197th nearly wore out the civilian instructors, tripling the number of mission readiness scenarios normally run at the end of the learning phase of the training.

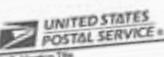
The brigade recently began a year deployment in Kuwait, running five camps and providing convoy security for short and long hauls into Iraq.

The deployment is, for New Hampshire, the single largest deployment since World War II. More than 750 citizen-Soldiers, nearly half of the New Hampshire National Guard, were treated to a grand send off ceremony on Sept. 11 at the state's largest municipal arena.

Joined by the brigade's affiliated battalions from West Virginia, Michigan, and Rhode Island, they completed two months of pre-mobilization training at Fort McCoy, Wis.

Collectively, the brigade represents 2,400 of the Army National Guard boots-on-the-ground in Kuwait.

Although it's supporting a nonstandard mission, the brigade has embraced its call-to-arms with the same 'get'er-done' attitude that has become a calling card of U.S. artillermen stationed around the world.



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INTERACTIVE CUSTOMER EVALUATION

Return of the King

By LTC David Sink and
CSM Dennis Woods

In early 2009, with a deployment to Afghanistan in support of OEF X looming on the horizon for 4-319th Field Artillery Regiment paratroopers, we knew it was time to take stock in our heritage as gunners and Redlegs. We knew we needed to train our paratroopers for a different war than most of our senior field artillery leaders have experienced. Today war places the responsibility on our junior leaders from those young section chiefs, to platoon sergeants and platoon leaders. As the direct support Fires battalion for the 173rd Airborne Brigade Combat Team, our mission is to provide accurate, timely, and deadly indirect Fires for our fellow warriors and to synchronize the lethal and non-lethal effects on today's battlefield.

Although our junior leaders and battery commanders have spent more than half their Army career in combat, most of those tours

Soldiers of 1st Section, 1st Platoon, Alpha Battery, 4th Battalion, 319th Airborne Field Artillery Regiment complete a combat mission in Sayadabad, Afghanistan, February 2010. (Photo by CPT John Karcher, U.S. Army)

included tasks other than providing fire support. So taking this into consideration, we made the basics of gunnery and fire support a top priority in our battalion during the train up phase of our deployment. These basic skills included manual and digital gunnery, fire direction computational procedures, management of ammunition and muzzle velocity variations, crew drills, the advanced levels of survey, alternate methods of lay, direct fire, air assault and airborne operations, hip shoots, 2x gun raids in support of special missions and direct fire procedures during day and night operations in preparation for the defense of combat outposts. To ensure this battalion executed a vigorous, and comprehensive training program that promoted accomplishment of our fire support missions and focused on leader development, we wanted to take the opportunity during our 'dwell' period, to mold a team of gunners whose skills

surpassed those of all potential enemies. We knew our junior leaders needed to be capable of executing not only their own jobs but also those of their leaders. Crucial to meeting the objective as with any crew-served weapon system, was the requirement for cross training.

As a M119A2 Fires battalion, the M119A2 is a tremendous weapon which provides the means for rapid and accurate indirect Fires for the infantryman in support of 'troops in contact' or in a defensive measure using direct fire procedures. In order to accomplish this we continued to review and rehearse M119A2 basics, refine our skills, and provide expanded training opportunities.

For today's war, cross training not only involves training on your primary weapon, but also sometimes includes learning a completely different system. For example, our paratroopers and cannoneers are

"For today's war, cross training not only involves training on your primary weapon, but also sometimes includes learning a completely different system."

required to use the M119A2, the M777A2, and the 81mm or 120mm systems. That can be a lot of training, so in order to accomplish it in a timely manner we first identified common skill sets that applied to all indirect fire systems. By building on this base of 'standards of precision,' it allowed us to add different weapons and capabilities.

During the first five months of our reset phase, we fired more than 3,000 rounds, conducted six airborne operations, three drop-zone missions with heavy drop platforms, performed one tactical jump using the Adverse Weather Aerial Delivery System, and six platoon RAIDs using CH-47 Chinook helicopter support. To add complexity and realism to the training, we incorporated engineers from the 173rd Brigade Combat Team's Special Troops Battalion and constructed a fire base, with emphasis on forward operating base defense, direct fire procedures, and gun raids.

We also conducted ground assault convoys in support of illumination missions while a platoon within the firebase conducted the high explosive portion of the coordinated illumination. This exercise exposed the battalion to decentralized operations at the lowest levels, and provided additional training to our fire direction center's incorporating fire missions with a platoon outside the perimeter and facilitated the training of the BCTs forward observers.

The concept of the operation in order to get our junior leaders trained and ready to fight in a decentralized role was simple. As senior leaders in the battalion, we were stakeholders in the structuring of a training 'campaign plan' that would result in the fine-tuning of 'core' competencies, basic gunnery, and individual skills. None of this would have been possible without dedicated leadership that continued to focus on the battalion training priorities. Command guidance from brigade, review of the METL, configuring a long-term training plan, and establishment of a clear 'end state' has resulted in a winning solution fully supported by the brigade and battalion leadership. This battalion has a reputation;

that continues to be validated with action in combat. We are truly 'King of the Herd.'

How we trained. Our training cycle started with Reset Phase IIIA in January 2009 with two internal battalion-level field training exercises, and culminated with Phase IIIB with a 173rd Airborne Brigade Combat Team pre-mission readiness exercise gunnery rotation to the Joint Multi National Training Center. During those five months, the battalion spent eight weeks at the JMTC focusing on the basics of our field artillery tasks with a small flavor of non-standard mission and warrior tasks.

Howitzer section certification, fire direction training and certification, gun/FDC crew drills, enforcement of both manual and digital computational data, alternate methods of lay, advanced survey operations, platoon level air assault raids, drop zone missions, and direct fire operations both day and night, and executing

the perishable skills of operating within a fire base were all part of the plan.

For our first three-week FTX, we began with the basics. It included all batteries focusing on small arms ranges with the intent to train, zero and qualify paratroopers on personal weapons as well as crew served weapon systems. The battalion also conducted airborne operations that included the use of heavy drop platforms with the task of assemble on the platform, derig, place a howitzer into operation, and fire a mission in support of maneuver. We utilized this period to conduct Fires support team certification with the two maneuver battalions and a reconnaissance, surveillance, and target acquisition squadron. The maneuver commanders, the airborne battalion combat team fire support element, and the FA battalion commander (fire support coordinator) supervised, advised, and ensured training and certification were not just a 'check the block' event.

Finally, the battalion shifted its focus to section and platoon certification with an introduction to 105mm howitzer direct fire procedures, 'direct lay and killer junior.' We trained everyone to standard on direct fire while using thermal sites and lasers, which allowed us to effectively engage dismounted enemy troops at night.

Defending our positions with the largest weapon available at the greatest range possible allowed us to transition from defending at the far tree line, to defending at



Fire direction officer, 1LT Matthew Webb (center), and fire direction center personnel, all of Bravo Battery, 4th Battalion, 319th Airborne Field Artillery Regiment, verify weapon location after consolidating on the drop zone following an airborne assault, April 2009. (Photo by LTC David Sink, U.S. Army)

the far ridgeline, at a time when the enemy is most likely to attack. This training would prove life saving to hundreds of our fellow comrades just one year later. During our combat tour in Afghanistan both batteries employed howitzers in direct fire from a defensive position.

Developing experience. While in the local training areas, the firing batteries focused on the basic field artillery skills necessary to certify howitzer sections and fire direction centers. For the NCO's, that task was to become subject matter experts on their weapon systems. The NCO's experience base would be narrow but extensive where it concerned their assigned duties. The officer's task was to develop a wide experience base and learn enough to understand and operate the unit's systems. This division of labor ensured that when officers reached command they knew enough about the total system to operate a unit. This method nested nicely with a normal span of control. The officers planned and organized and accomplished the units' missions by employing the units' subject matter experts, the NCO's. The NCO's were also expected to run the daily operations without their officer counterparts.

During this timeframe, the battalion also instituted a NCO re-education program with the intent of redeveloping a deep bench of artillery and NCO skills. As part of the adaptive leadership program, every platoon had an extra fully-certified section chief, gunner, and ammo team chief. As additional cross training, we required every section chief certify on basic gunnery sergeant task, as well as every platoon have at least one section chief who successfully completed the platoon sergeant certification test.

Our senior NCOs and platoon sergeants also routinely performed the duties of a first sergeant in both field and garrison environments. First sergeants also performed the duties of a battalion command sergeant major ensuring the battalion had a deep bench of cross-trained NCO talent.

For this to occur successfully, leadership and discipline were enforced, and the making of agile and adaptive leaders began to show progress within the organization. This set our NCOs up for success by having the ability to assume higher levels of

responsibility when called on, which would later be evident during the deployment.

While our firing battery's focused on what they do best, providing 'steel rain,' our HHB focused on establishing the command and control structure of the battalion's tactical, administrative and logistical operation centers as well as developing the tracking and reporting standards for the battalion. Our forward support company, Golf Battery, continued to sustain the battalion through logistical support that included maintenance, field feeding, and distribution of supplies and ammunition.

After our final FTX, we were able to conduct two additional airborne operations, enhancing our paratrooper proficiency, but were also able to use the available resources, and add to the complexity of the mission by adding a heavy drop platform with M119A2s to the operation. This allowed our young paratroopers to accomplish a drop zone mission; one of the reasons they joined the

adaptive organization and were told to prepare to deploy with M777A2s (155mm), even though we were organized as a M119A2 (105mm) howitzer battalion. We had to quickly transform into a two-battery, six-platoon, six-FDC battalion, capable of decentralized operations in support of forward operating bases and combat outposts throughout an area of operation using M777A2s and M119s.

We signed for a few M777A2s, from 2nd Stryker Cavalry Regiment, Howitzer Squadron, and then received a 30-day NET training from Fort Sill, which included live-fire training and certification on this 'new' system prior to our mission rehearsal exercise at the Joint Multi-national Readiness Center. This training required our NCOs and officers to step up to the plate and show adaptive leadership we so regularly enforced. Our NCOs now had to become the 'expert' in a weapon system that they had never deployed with. Our FDCs had

to re-learn 155mm ammunition, and the conduct special missions with two different systems while occupying one position.

Additionally, in order to build two extra fire direction centers, as required by our new mission, we had to take our 13Ds (Fire Direction Specialists) out of the

battalion TOC and assign them to batteries. This enhanced the Fires capabilities within the districts and provinces of our area of operation, Task Force Bayonet.

While the training piece posed a challenge, the manning requirement necessary to accomplish this task was also difficult, mainly due to the fact the battalion is built on 16 x 6-man sections. With the transition, we were required to man numerous M777A2s with the requirement of a 10-man section.

When we initially arrived in theatre, we were task organized as a maneuver battalion and Fires battalion. Later on we would transition to police trainers for two provinces along with maintaining the requirement to provide Fires capability across the AO. We had a M777A2, and M119A2 located at six command outposts to provide decentralized Fires and overlapping coverage for the entire AO Bayonet. Having both of these systems on a COP gave us the flexibility in special munitions, and the ability to compensate for the minimum and maximum range

'airborne artillery.'

The airborne drop zone mission was a straightforward mission, but required detailed planning. In the summer of 2009, for the first time in this new battalion's history, we executed a successful drop zone mission with rigor, enthusiasm, and precision. The paratroopers were able to drop from a C-130 with combat equipment, assemble on the platform, during it, lay and safe the howitzer, establish communications with the observer, and be 'in-order' with data on the gun within 25 minutes.

Our end state was a professional, lethal battalion trained to execute its assigned indirect Fires or non-standard mission. By establishing a solid grounding of basic individual warrior tasks, we were able to execute command and control across the full spectrum of operations, with paratroopers prepared for the deployment.

Always flexible. But in the few months prior to our deployment, the 173d ABCT and 4-319th AFAR were once again called upon to be that flexible,



issues that we would encounter later in the deployment. Using the M119A2 and M777A2 in tandem also provided the ability to tailor desired effects on a given target. In some troops' contact fire missions, the smaller 105mm high explosive munitions allowed for closer fires and created less collateral damage. During our deployment to Afghanistan, on numerous occasions our training was validated with successful combat actions.

Training validated in combat. In one particular fire fight involving our Alpha Battery, we had one gun crew use both the M777A2 and the M119A2. The engagement started with a dramatic direct fire mission using the 105mm against enemy dismounts, as the fire fight developed, an indirect counter-fire mission against an insurgent rocket position was ordered. For this mission the lone artillery crew sprinted from the 105mm M119A2 and manned the 155mm M777A2. Firing high explosive rounds, they destroyed enemy crews as they attempted to emplace additional rockets.

As the fight continued additional enemy contact developed in the vicinity of a mosque. In order to support this troop's 'in contact' mission the M777A2 was employed for illumination and the M119A2 for high explosive. As a learning organization able to accept change, we were able to support a delicate mission on restricted terrain. With cross-trained FDC's and cannon crews, we were able to employ two guns in one fight with one crew.

A second combat operation validating our training plan occurred involving our Bravo Battery. The battle that evening began as a standard Fires mission for 1st Platoon, Bravo Battery, 4-319th AFAR, as they supported the paratroopers of C Troop 1-91 CAV, with indirect fire support coverage while they were out on a scheduled mission. During this 11-hour mission, the day turned to night, and an enemy ground attack on the outpost developed. Using civilians as a human shield, insurgents slipped from crowded mud houses and gathered for an attack on our combat outpost, despite being crushed a month prior with 18 rounds of direct fire delivered by a thermal sighted cannon. That fight consisted of a line of sight artillery duel (Napoleonic style) against four separate enemy positions. Our lone 105mm slugged it out with one rocket and two machine guns breaking the enemy attack. Learning from that

experience, the enemy began this assault by suppressing the artillery position first with machine gun fire.

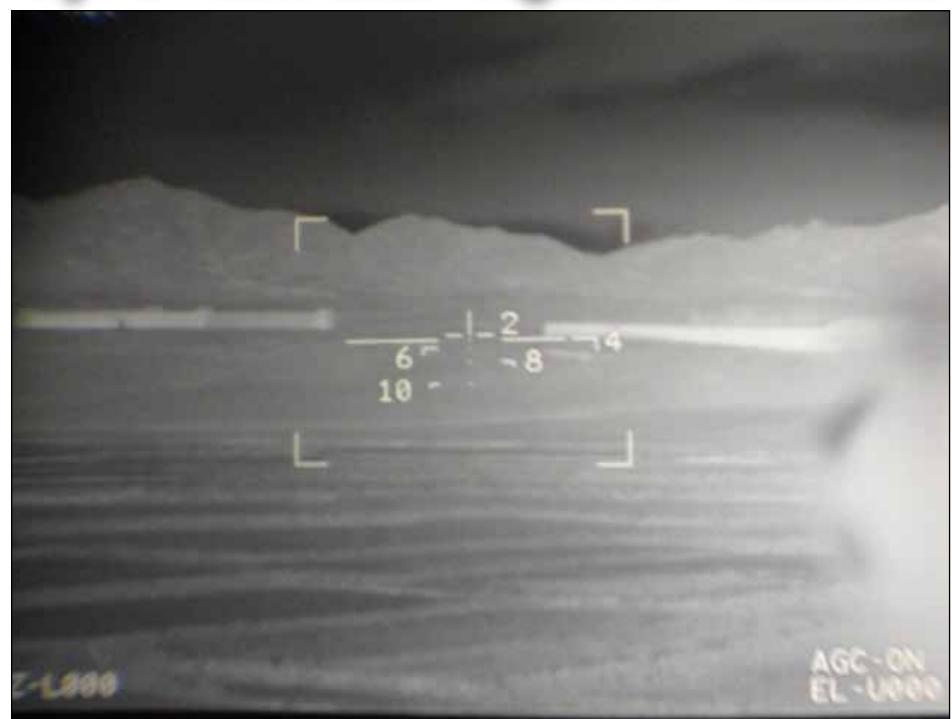
As this ground assault increased in force, artillermen hurriedly ran uphill to again use the M119A2 cannon as a large bore, crew-served weapon. As they moved up hill, enemy fighters used high-walled sunken roads surrounding the outpost to approach to within 460 meters. From defilade positions, they fired PKM automatic weapons and RPG's against our gun position. As we raced up the hill, they entered a covered trench shielding them from the grazing fire overhead. In the dark confines of the trench, paratroopers were ordered to man machine guns, and the cannon gun pit. With the section's machine gun now added to that of the guard towers, small arms fire was directed at the closest enemy position.

Overhead in the gun pit, rounds skipped off of the howitzer. As bullets continued to

zip over the covered trench, an unidentified fragmentation device detonated inside the HESCO walls of the gun position. As the cavalry troops' first sergeant and commander organized the defense, the machine gun fires inability to penetrate or suppress the enemy's position was realized. Using the forward guard tower and local camera array as observers, artillery support was requested

As paratroopers assembled in the trench as if on a parachute jump, the command "Over the top; fire mission!" was given. With rounds zipping through the night air, tracers seemed as if they were only inches away. As men entered the open ground, the tainted smell of a fragmentation burst still hung in the air. Employing a thermal weapon sight and a laser aimer on the GELON mount, a 'Killer Junior' mission was conducted. This technique calls for firing high-explosive projectiles with time fuses set at two seconds

"Using civilians as a human shield, insurgents slipped from crowded mud houses and gathered for an attack on our combat outpost, despite being crushed a month prior with 18 rounds of direct fire delivered by a thermal sighted cannon."



Thermal view of an engagement area, which was occupied by enemy mortars and rockets.
(Photo courtesy of CSM Dennis Woods, U.S. Army)



Soldiers of 4-319th AFAR use a thermal weapon sight attached to a 105mm howitzer to defend their position in Afghanistan in direct fire fight against enemy mortars and rocket launchers. The optic is the AN/PAS 13; the sight mount is the M913 GELON. (Photo courtesy of CSM Dennis Woods, U.S. Army)

"On this engagement, unlike others where survivors often remove the dead and dying, this time, no one was left. Controlled artillery strikes had done an ugly job in a crude manner."

or greater to burst approximately 30 feet off the ground at ranges of 200 to 1,000 meters. Meanwhile, searching for targets through the sight, the gunner found enemy fighters repositioning forward on the sunken road.

Within seconds of the first rounds detonation, the volume of enemy fire was reduced. On this engagement, unlike others where survivors often remove the dead and dying, this time, no one was left. Controlled artillery strikes had done an ugly job in a crude manner. Enemy dismounts not under artillery fire quickly withdrew.

Accomplishing firsts. As a new airborne artillery battalion, this combat rotation accomplished a lot of "firsts" for the 4-319th: The first Excalibur round fired for the battalion.

•Even though other units have employed the GELON in combat it was the first use of thermal sighted cannons in defense, while employing direct fire and 'Killer Junior.'

•First line-of-sight artillery duel involving American guns since the

Spanish American war.

- First use of training rounds in combat as a less lethal method of adjustment.
- Our police training plan was adopted as the Regional Command East standard
- Our resiliency training program, One Shot One Kill, was adopted division wide.

Warrior ethos. The 173rd Airborne Brigade Combat Team and the 4-319th have produced a warrior ethos that resounds across the organization. The complex computational procedures and theory of gunnery are all perishable skills. Those who grew up in the 'days of training' are slowly dwindling from our ranks. Today's Soldiers, NCOs, and young officers only know training for the next deployment. Our ranks are only as good as our last deployment; whatever mission they may have had. As our new leaders continue to rack up tours in Iraq and Afghanistan the most prominent problems occur when 'good enough' becomes the standard. As leaders in our organizations we must enforce the

standards, starting with the basics. It's up to the senior leaders within this branch to make it known to our higher HQ, that returning to the basics during the training phase prior to the next deployment is key, not only for the next fight, but for the next generation of professional Redlegs. Training for both lethal Fires and nonstandard missions can be accomplished, but only after having leaders who are involved in setting the priorities, with clear guidance, intent, key tasks, and a feasible end state.

Train hard, fight hard! King of the Herd, Sky Soldiers, Airborne!

Lieutenant Colonel Dave Sink is the commander of 4th Battalion, 319th Airborne Field Artillery Regiment, 173rd Airborne Brigade located in Bamberg, Germany. His unit is currently deployed in support of Operation Enduring Freedom X. He is a 1990 graduate of Appalachian State University where he received a bachelor's degree in Criminal Justice with a minor in Psychology and Sociology. From June 2006 to November 2008, Sink served at Fort Leavenworth, Kan., as the senior Fires trainer for the Battle Command Training Program in Operations Group Alpha. There, he focused on training the Army's Division and Corps Fire Support Elements for their deployments in support of OEF and OIF.

Command Sergeant Major Dennis J. Woods is the battalion command sergeant major for 4th Battalion, 319th Airborne Field Artillery Regiment, 173rd Airborne Brigade. His unit is currently deployed in support of Operation Enduring Freedom X. He deployed to Grenada in 1983 with Alpha Battery, 1st Battalion, 319th Airborne Field Artillery Regiment, 82nd Airborne Division, as well as Desert Shield/Desert Storm with Charlie Battery, 2nd Battalion, 319th Airborne Field Artillery Regiment, 82nd Airborne Division. He deployed in support of Operation Enduring Freedom with the 82nd Airborne Division Artillery before it was deactivated in January 2006. He also served in Operation Iraqi Freedom 1 and 6 with Bravo Battery, 2nd Battalion, 3rd Field Artillery, 1st Armored Division. In 1998, he was deployed in operation Desert Fox with Alpha 3-319th AFAR.

Woods is also credited by the U.S. Army Suggestion Program as the inventor of the 105mm howitzer night sight mount, the M198 155mm howitzer night sight mount, the dual optic Multiple Integrated Laser Engagement System laser, and the PALADIN urban assault kit. Woods is also the first recipient of the U.S. Field Artillery's Gruber Award for his invention of the GELON night sight mount. He recently pioneered the use of training munitions in combat to adjust fire as a means of reducing, civilian, and collateral damage. He holds a bachelor's degree in Psychology.

MILLENNIALS

AND TRANSFORMATIONAL LEADERS: A WINNING TEAM FOR THE FUTURE — PART 1 OF 2

By COL James E. Lackey, Professor Gene Kama and COL Paul Calvert

TRANSACTIONAL CONVERSATION: COL BROWN TOLD CPT JONES THAT IN ORDER TO RECEIVE A 'TOP BLOCK' FOR PROMOTION HE WOULD HAVE TO HAVE EVERYONE QUALIFY FIRST TIME ON THE RIFLE RANGE.

TRANSFORMATIONAL CONVERSATION: COL BROWN ENCOURAGED CPT BROWN TO STRIVE FOR A 100 PERCENT FIRST TIME 'GO'S' FOR HIS COMPANY ON THE RANGE. COL BROWN TOLD JONES THAT HE KNEW HE COULD DO IT; HE HAD THE TALENT AND LEADERSHIP TO SET A NEW RECORD. THE COLONEL ALSO TOLD THE CAPTAIN THAT HE WAS A TALENTED OFFICER AND THAT HE APPRECIATED HIS HARD WORK AND UNIQUE SKILLS.

The Millennial Generation made their 'debut in Neil Howe and William Strauss' book *Generations* in 1991 and had their 'coming out party' in 2000 when the authors released *Millennials Rising: The Next Great Generation*. In between the two books, Howe and Strauss improved their situational awareness and understanding of the Millennials through observation and study. With *Millennials Rising*, the authors "presented a more detailed picture of how the Millennials (by then age 18 and under) were maturing and how they were likely to change the mood and direction of America as they became adults," according to Howe and Reena Nadler's "Yes We Can: The Emergence of Millennials As a Political Generation."

Howe and Nadler also state in the same article that the Millennial Generation, which includes people born during or after 1982 to Baby Boomer and Generation X parents, began arriving during an era when "public and parental opinion was swinging decisively in the direction of cocooning, zealous child protection and 'family values.'" With over 80 million members, they are the largest generation

ever, according to SMU Cox's "The Millennials are Coming: Are You Ready?" And, according to Strauss and Howe's *Millennials Rising: The Next Generation*, Millennials have never been without a cell phone, MP3 player, personal computer, the Internet, space shuttles, miracle vaccines or foods without vitamin additives. In "Yes We Can: The Emergence of Millennials As a Political Generation," Howe and Nadler state formative events that have helped shape the Millennial Generation include the bombing of the federal building in Oklahoma City, the 9/11 terrorist attacks, the global war on terrorism, Hurricanes Katrina and Rita, and the financial crises of 2008. Claire Raines, "a pioneer in the study and discussion of generations for more than 20 years," writes in her article "Managing Millennials" that there are eight trends of the 1990s and 2000s that have significantly impacted the development of the Millennials' generational personality. See figure 1 on page 69.

Traits and characteristics. In 2000, Howe and Nadler identified the following seven core traits that define the world of the Millennials. See figure 2 on page 69.

Millennials in the work place. There is little doubt among leading professionals that this generation clearly has the potential to be a quality workforce for many years. Economists anticipate sharp increases in productivity as the Millennial Generation workforce comes fully on line, according to Ron Zemke, Claire Raines and Bob Filipczak's *Generations at Work: Managing the Clash of Veterans, Boomers, Xers, and Nexters in Your Workplace*.

Growing up with structured lives both at home and at school, diversity within their social peer groups and devoted parents all serve as the foundation for the Millennials' work characteristics. This highly technical workforce is team oriented and capable of working with a wide cross section of people. They bring positive attitudes enabling a results oriented focus to accomplishing multiple tasks. Because of their rearing, Millennials will seek to be led and look for flexible work hours that will facilitate balance in their lives, according to Susan Heathfield's "Managing Millennials: Eleven Tips for Managing Millennials." In *Generations at Work: Managing the Clash of Veterans, Boomers, Xers, and Nexters in Your Workplace*, Zemke, Raines and Filipczak state potential liabilities for Millennials in the work place are inexperience and poor interpersonal relationship skills causing challenges in their ability to work with difficult people and the need for supervision and structure. Millennials are adept at multi-tasking, technologically savvy and linked to wide social networks; it becomes very easy for them "to blur the lines between personal and professional lives," according to SMU Cox's "The Millennials are Coming." The

same article cautions that the “helicopter parents” of Millennials will be involved in their careers to ensure their child is getting what they deserve.

Work-place expectations. According to Susan Heathfield’s “Managing Millennials: Eleven Tips for Managing Millennials,” Millennials want to be given purpose, direction and motivation in the work environment because that is the way they have been raised. They look to be led, desire to learn from their leaders and have an expectation they will be mentored along the way. Because of all the team sports the Millennials played growing up, they look to work in a team-focused environment. They understand the power of many as opposed to the power of one and look for group mentoring. Millennials do not want to be ignored. They have ideas and opinions. Their parents listened – and still do – and encouraged them to express themselves as they were growing up. Millennials expect their leaders to do the same. Millennials have a strong desire to contribute to the success of the organization and do not want to be bored. They expect to be given multiple things to do simultaneously and to work in an environment that facilitates engagement with multiple people whether real or networked. Millennials will demand flexibility in the work-place in order to achieve the balance they seek between personal and professional lives.

Transformational leadership. In *The Bass Handbook of Leadership: Theory, Research and Managerial Applications*, Bernard M. Bass states before 1978 the vast majority of leadership research and theory was centered on the concept of contingent reinforcement. The premise of the concept is that leaders reward followers for the positive things they do and punish for the negative things they do or, those things in which they fail to do. In short, contingent reinforcement is simply the old carrot and stick approach to leadership. In his 1978 book *Leadership*, “James MacGregor Burns conceptualized leadership as either transactional or transformational.” Transactional leadership draws from the concept of contingent reinforcement and stresses the exchange – transaction – between the leader and the led.

“The relations of most leaders and followers are transactional – leaders approach followers with an eye to exchanging one thing for another,” such as a unit training holiday for no DUIs during a defined period of time or a medal for a distinguished score on a gunnery range, according to Bass and Ronald E. Riggio’s *Transformational Leadership*.

Figure 1: Trends that have significantly impacted the development of the Millennials

- **Focus on children and family:** Normally adult vacation venues (Las Vegas, Club Med) “went family.” Eating out became a family norm. Ninety percent of fathers attended the birth of their children and the average age of parents increased.
- **Scheduled, structured lives:** Parents and teachers micromanaged schedules allowing little free time. Millennials took all types of lessons and played team sports which kept “soccer moms” connected running the Millennials from place to place.
- **Multiculturalism:** Millennials grew up with increased interaction with other ethnicities and cultures.
- **Terrorism:** Domestic and international acts occurred during the formative years.
- **Heroism:** Acts of violence/terror enabled the re-emergence of the American hero.
- **Patriotism:** The nation’s pride had been tested following the 9/11 attacks and people reacted positively. Renewed interest in politics.
- **Parent advocacy:** Raised by involved parents who challenged poor grades, negotiated with coaches, visited campuses and went along to the recruiter stations
- **Globalism:** With pen pals all over the world (Internet), Millennials grew up seeing things as global, connected and open for business 24/7.

Source: Claire Raines’s “Managing Millennials,” *Generations at Work*

Figure 2: Seven core traits that define the world of the Millennials

- **Special:** Inculcated by older generations, Millennials collectively believe they are vital to the nation and to adults’ sense of purpose.
- **Sheltered:** They have been the focus of the most sweeping child and youth-protection movements in American history. The older average age of parents coupled with domestic and international terrorism are contributors.
- **Confident:** Millennials are trusting, optimistic and connected to their parents and the future. Suicide rates have declined over the last decade and Millennials use the word confident to describe themselves.
- **Team-oriented:** Strong team instincts and tight peer bonds are their norm. Information technology has become a group activity and they have 24/7 connectivity with their peers and believe team skills as the most important for their careers.
- **Conventional:** Conservative in their behaviors and values, they bring a modern twist to traditional social rules and standards. They respect monogamy, parenthood, marriage, the U.S. Constitution and the military.
- **Pressured:** With a sense of ‘trophy kid’ pressure, they feel responsible to study hard, avoid personal risks and excel. They take all kinds of lessons, have very structured time at school and home resulting in little free time.
- **Achieving:** As a generation focused on high accountability and school achievement standards, Millennials will most likely become the best-educated young adults in U.S. history.

Source: Neil Howe and Reena Nadler’s “Yes We Can: The Emergence of Millennials As a Political Generation,” New American Foundation

The short fall in transactional leadership is that the leader and follower, “have no enduring purpose that holds them together...a leadership act took place, but it was not one that binds leader and follower together in a mutual and continuing pursuit of a higher purpose.” In contrast transformational leadership seeks to expand upon transactional leadership.

In *Leadership*, Burns describes transformational leadership in this manner: “Such leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. Their purposes, which might have started out as separate but related, as in the case of transactional leadership, become fused. Power bases are linked not as counterweights but as mutual support for common purpose...the relationship can be

moralistic, of course. But transformational leadership ultimately becomes moral in that it raises the level of human conduct and ethical aspiration of both leader and led, and thus it has a transforming effect on both.”

Expanding on Burns’ concept, Bernard Bass developed four components of transformational leadership that, “have evolved as refinements have been made in both the conceptualization and measurement of transformational leadership,” according to Bass and Riggio’s *Transformational Leadership*. In figure 3 on page 70, Bass discusses the four components of transformational leadership:

Individualized consideration: Transformational leaders pay special attention to each individual follower’s needs for achievement and growth by acting as a coach or mentor. Followers and colleagues are developed to successively higher levels

Figure 3: Four components of transformational leadership

- **Idealized influence:** Transformational leaders behave in ways that allow them to serve as role models for their followers. The leaders are admired, respected and trusted. Followers identify with the leaders and want to emulate them; leaders are endowed by their followers as having extraordinary capabilities, persistence and determination...In addition, leaders who have a great deal of idealized influence...can be counted on to do the right thing, demonstrating high standards of ethical and moral conduct.
- **Inspirational motivation:** Transformational leaders behave in ways that motivate and inspire those around them by providing meaning and challenge to their followers' work. Team spirit is aroused. Enthusiasm and optimism are displayed. Leaders get followers involved in envisioning attractive future states; they create clearly communicated expectations that followers want to meet and also demonstrate commitment to goals and the shared vision.
- **Intellectual stimulation:** Transformational leaders stimulate their followers' efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. Creativity is encouraged. There is no public criticism of individual members' mistakes. New ideas and creative problem solutions are solicited from followers, who are included in the process of addressing problems and finding solutions. Followers are encouraged to try new approaches, and their ideas are not criticized because they differ from the leaders' ideas.
- **Individualized consideration:** Transformational leaders pay special attention to each individual follower's needs for achievement and growth by acting as a coach or mentor. Followers and colleagues are developed to successively higher levels of potential. Individualized consideration is practiced when new learning opportunities are created along with a supportive climate. Individual differences in terms of needs and desires are recognized. The leader's behavior demonstrates acceptance of individual differences (e.g., some employees receive more encouragement, some more autonomy, others firmer standards, and still others more task structure). A two-way exchange in communication is encouraged, and "management by walking around" workspaces is practiced. Interactions with followers are personalized (e.g., the leader remembers previous conversations, is aware of individual concerns, and sees the individual as a whole person rather than as just an employee). The individually considerate leader listens effectively. The leader delegates tasks as a means of developing followers. Delegated tasks are monitored to see if the followers need additional direction or support and to assess progress; ideally, followers do not feel they are being checked on.

Source: Bernard M. Bass and Ronald E. Riggio's *Transformational Leadership*

and reinforcement. They need feedback; they want leaders who are engaged and reinforcing. (See Bass and Riggio's Transformational Leadership).

Management-by-exception (Here are the rules that you violated): Millennials will feel confined and restricted in this environment. (See Bass and Riggio's Transformational Leadership).

Contingent reward (I will reward you if you achieve what I want): This approach may work short term and by exception, however, most Millennials will want to set their own goals and work to surpass what is expected. (See Bass and Riggio's Transformational Leadership).

Editor's note: The second half of this article will be published in a future edition of *Fires*.

Colonel James Lackey, is the Chief of the Army Advisory Group and senior Army Advisor to Commander, Air University in Montgomery, Alabama. He also teaches in the Leadership and Warfighting departments of Air War College. During OIF he commanded 1st Battalion, 41st Field Artillery in the 3rd Infantry Division. His deployments include; Desert Shield/Desert Storm, Kosovo and OIF. He holds a Bachelor of Science in Management from the University of South Alabama and Masters degrees from Webster University and Air War College.

Professor Gene C. Kamena currently teaches Leadership and Ethics at the Air War College in Montgomery, Alabama. He is retired from the Army as a Colonel of Infantry. He holds a B.A. in History from Auburn University and a Masters Degree in Military Art and Science from CGSC at Fort Leavenworth. He graduated from the Army War College in 1998 and Commanded the 2nd Brigade, 1AD. He also served as the Chief of Staff for the 1st Infantry Division, Director of Staff of U.S. Space Command and the Deputy Chief of Staff for U.S. Northern Command, Director for Iraqi Security Forces and formed and led an Iraqi Special Border Commando Brigade on the Syrian border. His operational deployments include; Desert Shield Desert Storm, Macedonia, Kosovo, and Iraq (OIF).

Figure 4: Millennial characteristics compared to leadership style

		Special	Sheltered	Confident	Team oriented	Achieving	Conventional	Pressured
Transformational	Individual consideration	+	+	+	=	+	=	+
	Intellectual consideration	+	+	+	+	+	+	+
	Inspirational consideration	+	=	+	+	+	+	+
	Idealized consideration	+	=	+	+	+	=	+
	Laissez-faire	-	-	-	-	-	-	-
Transactional	Management by exception	-	=	-	-	-	-	-
	Contingent reward	-	=	=	-	+	-	-
	+ Positive effect			= Neutral effect			- Negative effect	

In short, transformational leadership is a proven approach (by virtue of multiple empirical studies) in leading individuals to realize their full potential and enabling organizations to accomplish missions. Transformational leaders accomplish this by "aligning the objectives and goals of the individual followers, the leader, the group and the larger organization," according to Bass and Riggio's Transformational Leadership.

Figure 4 compares the leadership traits of both transactional and transformational leaders to the characteristics associated with Millennials. In Bass, Riggio, Howe and Nadler's opinion, Millennials will respond more positively to transformation leadership than to transactional leadership. More specifically:

Laissez-faire (I am 'Ok' with whatever you decide): Millennials want structure

COL Paul Calvert is an armor officer who currently commands 2d HBCT in the First Infantry Division. Prior to his current assignment he was a student at Air War College in Montgomery, Alabama. He previously served as commander 2/3 ACR and as Regimental S3 11ACR, 2/11 ACR. COL Calvert holds a Master of Science degree in Strategic Studies from Air War College.

The true meaning of Saint Barbara's Day: Getting back to the basics



By CSM Joseph D. Smith,
Fires Center of Excellence
Command Sergeant Major

Some records indicate that militaries have held formal dinners as far back as the Roman legion, but most believe that the practice of dining in is thought to have formally begun in 16th-century England, in universities and monasteries. During the 18th century, the British army incorporated the practice of formal dining into their regimental mess system. Customs and rules of the mess were soon institutionalized rules, known as the "Queen's Regulations." Later the 'dining-in' became a tradition in all British regiments. The Americans, taking many of their traditions from the British military, held dining-ins in the 18th and 19th century, but the tradition lost traction after the Civil War. During World War II, it was revived in the U.S. military, initially in the U.S. Army and later in the U.S. Air Force's 8th Air Force, which was based in Britain. U.S. officers were invited to participate in the British military mess nights and then were required to reciprocate.

Over my thirty-plus year career, I have seen all kinds of dining-ins, dining-outs and military balls that were supposed to celebrate our patron saint, Saint Barbara. The one thing that I have noticed is that, over the years we have strayed from celebrating the true meaning of Saint Barbara's Day and what this event means to us. We have gotten away from the 'basics' and have focused more on our units instead of focusing on the real reason for the occasion, to salute our best Artillerymen, pay respect to the history of the field artillery and to pay homage to our protector, Saint Barbara.

Who was Saint Barbara? Saint Barbara, the daughter of a wealthy pagan named Dioscorus, was tortured and executed after her father discovered she had converted to Christianity. Legend reads that she was carefully guarded by her father who kept her shut up in a tower in order to preserve her from the outside world. Having secretly become a Christian, she rejected an offer of marriage that she received through him. Before going on a journey, he commanded that a private bath-house be erected for her use near her dwelling, and during his absence Barbara had three windows put in it, as a symbol of the Holy Trinity, instead of the two originally intended.

When her father returned, she acknowledged herself to be a Christian; upon this he drew his sword to kill her, but her prayers created an opening in the tower wall and she was miraculously transported to a mountain gorge, where two shepherds watched their flocks. Dioscorus, in pursuit of his daughter, was rebuffed by the first shepherd, but the second betrayed her and was turned

to stone and his flock changed to locusts. Her father dragged her back to her province and imprisoned her. During the night, the dark prison was bathed in light and new miracles occurred. Every morning her wounds were healed. Torches that were to be used to burn her went out as soon as they came near her. Finally she was condemned to death by beheading. The father himself carried out the death-sentence, but in punishment for this he was struck down by lightning in divine retribution. Because of this, she soon was regarded as the patron saint in time of danger from thunderstorms, fires and sudden death.

She became the patron saint of artillerymen from early on in the development of artillery pieces as early cannons were unreliable, and at times would explode wounding and killing their crews. Saint Barbara was invoked by these early cannoneers in the hope she would protect them from this fate. To this day, Saint Barbara's Day is celebrated on the 4th of December in remembrance of the day she was killed.

Powerful legacy. Artillerymen and women need to understand the tremendous value of her legacy, in particular, the awards and celebrations that we associate with her name. These gatherings bring the artillery's historic past to the forefront but they have another function that should be as important; they should establish a standard of excellence. Saint Barbara's Day is more important than any other day for U.S. Army Field Artillery and Air Defense Artillery Soldiers; it offers an opportunity to enhance one's professional commitment and show the high standards of excellence. As a consequence, celebrations associated with Saint Barbara must be examples of excellence in planning and performance.

Keeping the standard. I believe that there is only one standard for these events and the FA & ADA Associations have set that standard. Organizations that have started running events and do not follow the outlined procedures by the FA & ADA Associations are detracting from the event's purpose. Our main focus should be to honor our best artillerymen and women and to celebrate the history of the U.S. Army Field and Air Defense Artillery. Most importantly, events should remember those that have gone before us. Every Fires leader should get a copy of "How to Conduct a Saint Barbara's Celebration" available at <http://sill-www.army.mil/firesbulletin/stbarbara.html> and read it.

It outlines the proper protocols associated with these events. This is the only way that we can get back to the basics and set the artillery standard.

**For more information on
Saint Barbara's Day, visit
[http://sill-www.army.mil/
firesbulletin/stbarbara.html](http://sill-www.army.mil/firesbulletin/stbarbara.html)**



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Soldiers of 6th Battalion, 37th Field Artillery hold a live-fire, family day demonstration of the Multiple Launch Rocket System after a three-week field training exercise with Republic of Korea soldiers from 5000th Battalion, 5th Fires Brigade at the Rocket Valley Training Area, South Korea, June 15. (Photo by 2LT Long N. Pham, U.S. Army)